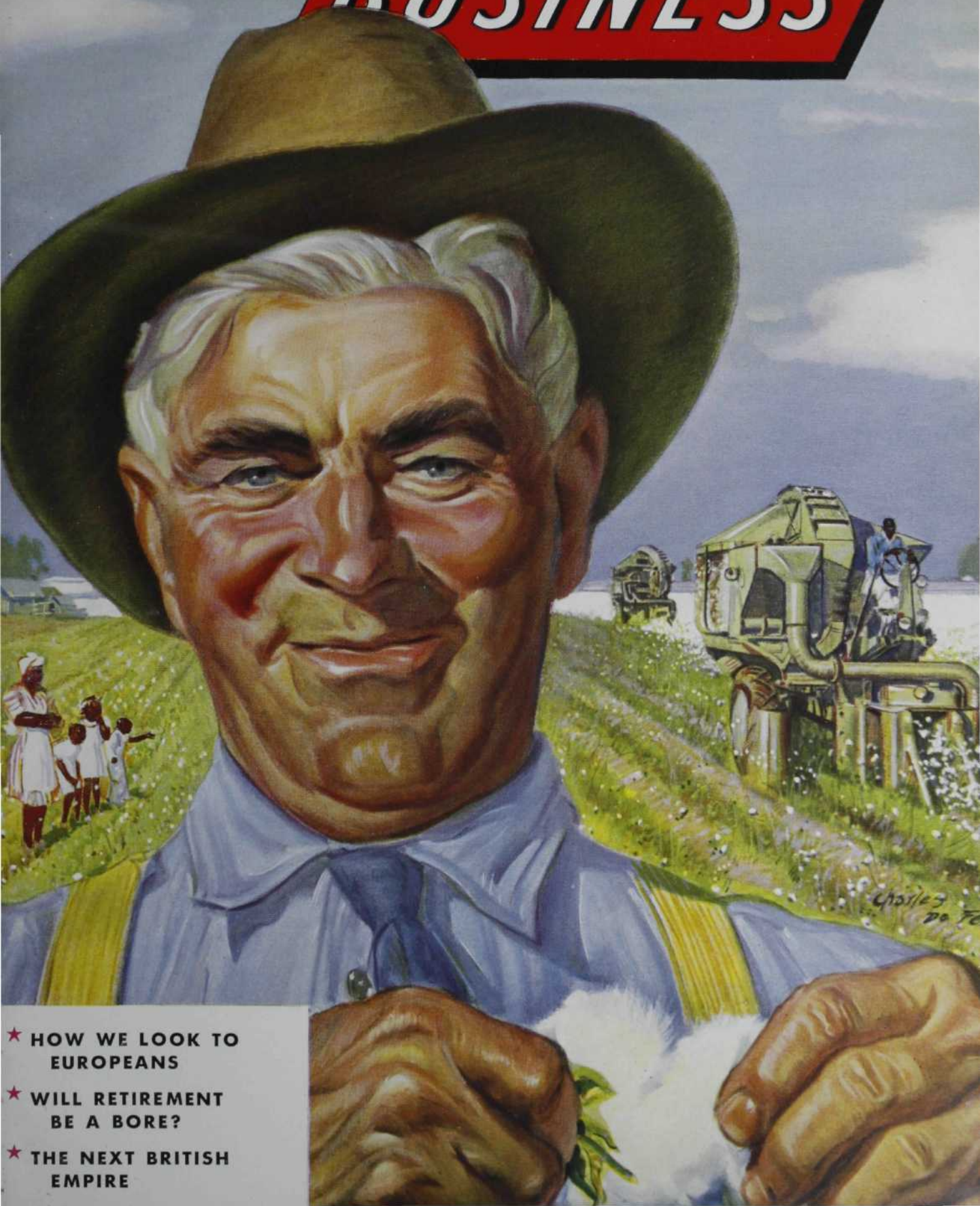


JULY *NATION'S* 1947

BUSINESS



- ★ HOW WE LOOK TO EUROPEANS
- ★ WILL RETIREMENT BE A BORE?
- ★ THE NEXT BRITISH EMPIRE

problem...*

solution

Most dolls' heads are fragile . . . certainly no match for a puppy's playfulness. To gladden youngsters' hearts, and to relieve pressure on parents' pocketbooks, Hercules provides cellulose acetate and ethyl cellulose—bases for plastics from which doll heads are now being speedily and economically molded. Their life-like colors won't wash off or scrape off . . . their high impact resistance makes them tough enough to take the slams and bangs of play, and come back again another day.



result...



*TO MAKE TOYS MORE DURABLE.....
...another development utilizing Hercules chemical materials as described in the free book, "A Trip Through Hercules Land."



HERCULES

HERCULES POWDER COMPANY
947 Market Street, Wilmington 99, Delaware

CHEMICAL MATERIALS FOR INDUSTRY



Lasts longer because of its undershirt

A typical example of B. F. Goodrich improvement in tires

BIG tires like this are used to haul dirt, rock, and ore. Some of the trucks haul 35 and 40 tons at a clip. Are as big as freight cars—and they haul freight car loads over rock, through sand, most anywhere at all.

Tires on these jobs often fail from bruises caused by hitting stones, chuck holes, or stumps.

To make truck tires last longer B. F. Goodrich now puts a *shock shield* under the tread of every tire in sizes 8.25 and up—in both off-the-road and highway truck tires.

Two or more layers (depending on size and type of tire) of strong, elastic

nylon cords are placed under the tread and over the body of rayon fabric in B. F. Goodrich truck tires. The nylon *shock shield* protects the rayon backbone of the tire — provides a four-way saving for truck owners: (1) Average tire mileage is increased. (2) Tires have greater resistance to bruises. (3) There's less danger of tread separation. (4) More tires can be recapped.

The development of both off-the-road and highway truck tires with a nylon *shock shield* is typical of the constant improvement being made in all types of tires by B. F. Goodrich.

Only from B. F. Goodrich can you get truck tires built with a weftless rayon cord body. Only from B. F. Goodrich can you get the added protection of nylon *shock shields*.

Nylon makes tires more expensive to build, yet these new B. F. Goodrich truck tires sell at regular prices. Find out more about this new improvement before you buy. *The B. F. Goodrich Company, Akron, Ohio.*

Truck Tires **BY**
B. F. Goodrich

A HABIT TO JOE...

"NEW IDEA" TO HIS NEPHEW



**...YET BOTH WANT THE SECURITY
your P.S. Plan Provides**

HAVE YOU told all your new or recently hired employees about the benefits of the Payroll Savings Plan for the regular purchase of U. S. Savings Bonds? Wage earners, according to a recent nation-wide survey, want security more than anything else. They prefer security to big pay, soft jobs, authority, "success."

There is no surer way to this peace of mind than systematic savings. And what surer, safer, better means can your employees find than payroll allotments for U. S. Savings Bonds? Bonds that return \$4 at maturity for every \$3 they invest!

Your active support of the Payroll Savings Plan is an investment in employee contentment, in the citizenship of your community, and in the security of America's future. This is practical "employee relations" of the highest type and pays dividends of satisfaction to everyone.

Start a drive today for larger participation in the plan. Many employees may be unfamiliar with its advantages. If you want literature for distribution, contact your State Director of the Treasury Department's Savings Bonds Division.

*New
Savings Bonds Plan
won't affect the
P.S.P.*

THE Treasury Department and the banks of America are making it possible for farmers, doctors, and other self-employed people to participate in "automatic" Bond buying by special arrangement with their banks. This extension of the Savings Bonds program is not a partial payment plan and is intended *only* for people who are not in a position to take advantage of the Payroll Savings Plan.

The Treasury Department acknowledges with appreciation the publication of this message by

NATION'S BUSINESS



This is an official U. S. Treasury advertisement prepared under the auspices of the Treasury Department and The Advertising Council.



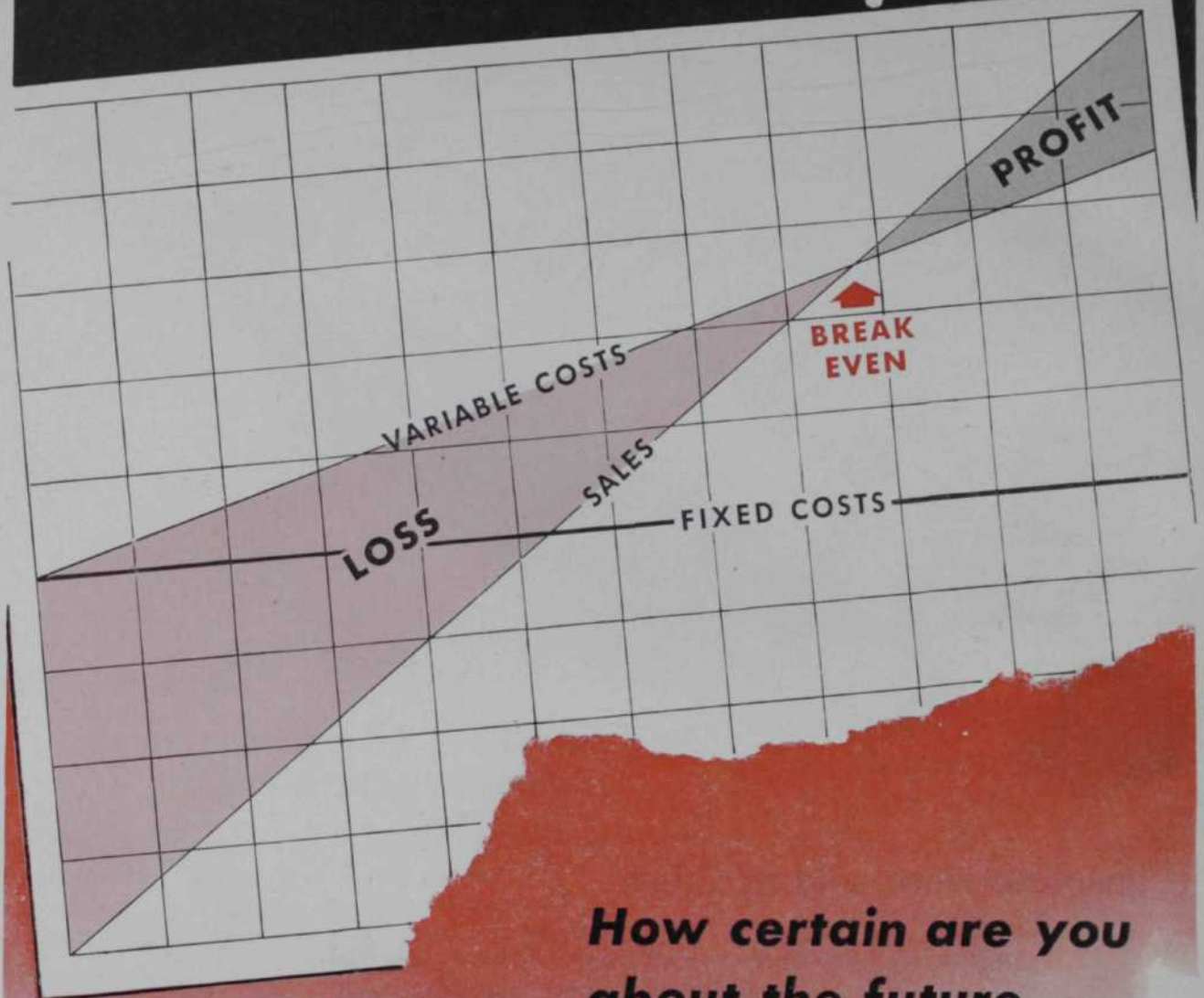
if gasoline were sold in tubes...

you would probably find everything you want to know about quality and ingredients printed right on the tube. However, the usual gasoline "package" is a gasoline pump. So oil companies everywhere put "Ethyl" trade-marks on their pumps to show you that their best gasoline contains "Ethyl" antiknock compound. This famous ingredient, which is made by the Ethyl Corporation, is added to gasoline to improve power and performance. To get more out of your car, buy *your* gasoline from pumps marked with the familiar yellow-and-black emblem. *Ethyl Corporation, New York.*

look for the **ETHYL** trade-mark



LET'S GET TO THE POINT



**How certain are you
about the future
of your business?**

YOU'VE GOT TO SPEND MONEY TO MAKE MONEY

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The World's Finest Business Engineering

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122 E. 42nd St.
New York 17

291 Geary Street
San Francisco 2

660 St. Catherine Street, West
Montreal, Quebec, Canada

OFFICES IN OTHER PRINCIPAL CITIES

Nation's Business

LARGEST IN THE BUSINESS FIELD

PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 35

JULY, 1947

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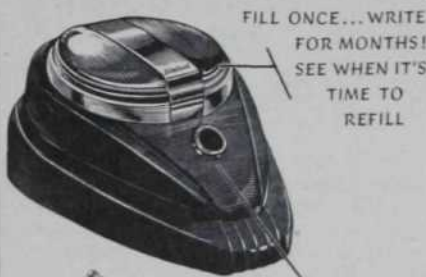
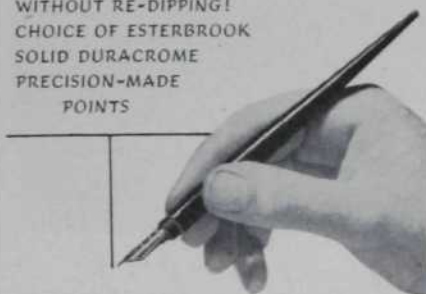
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EVERY DESK
should have a

Dip-Less*

WRITING SET

WRITES 300 WORDS
WITHOUT RE-DIPPING!
CHOICE OF ESTERBROOK
SOLID DURACROME
PRECISION-MADE
POINTS



FILL ONCE... WRITE
FOR MONTHS!
SEE WHEN IT'S
TIME TO
REFILL



CAN'T LEAK... CAN'T FLOOD
... PUTS JUST THE RIGHT
AMOUNT OF INK ON
THE POINT

THE RIGHT POINT FOR THE WAY YOU WRITE

For the office . . . for your desk at home . . . there's nothing quite so fine as a Dip-Less* Writing Set with the right point for the way you write. Try one at your stationer's. Experience the complete writing efficiency possible only with a Dip-Less* fitted with a point that writes your way.

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Dip-Less*

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AMERICA'S FIRST PEN MAKER

*Reg. U. S. Pat. Off.



*I've been looking
for You!*

"Yes, You! -- with 'Autocall' Paging Service I can find top executives like yourself within seconds, and with no confusion when there is an important telephone call or client waiting".

Recognized as a definite necessity by thousands of users in all types of business, "Autocall" Paging Service.

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About Our **AUTHORS**

FOR CENTURIES England and Switzerland—and Holland, too—have had to maintain a flourishing foreign trade to survive. The result: the traders of these countries have become the most astute judges of world events. So, when **FELIX MORLEY**, a regular contributor to "Trends" and a former editor of the *Washington Post*, visited friends in France, England and Switzerland, he asked them what they saw in the future for the United States. Being far enough away from the trees to see the forest, they presented a far different opinion of our problems than we have here. Mr. Morley presents their views in "What Western Europe Thinks of Us."

If you've wondered why England's royal family didn't stay at home last winter and set a good example for Britishers by freezing, too, "The British Empire That is to Be" has an answer. It's by **DR. LOWELL RAGATZ**, who has been teaching European History at George Washington University for almost a quarter century. A specialist in imperialism, he has watched British Africa grow into what he calls "the heart of Britain's Third Empire-Commonwealth"—the very land upon which England is pinning her hopes of survival as a world power. Dr. Ragatz is the author of several books, including "Fall of the Planter Class in the British Caribbean" which was awarded the Justin Winsor prize of the American Historical Society.

Want to know what makes a government worker tick . . . what makes him different from other workers? **JERRY KLUTZ** can tell you. Just as some men specialize in finance, others in labor relations or what have you, Mr. Klutz's main interest is in federal employees and their problems. For more than ten years he has been to them what Dorothy Dix has been to the lovelorn. He writes a daily column, *The Federal Diary*, for the *Washington Post* and has his

own broadcast which goes on the air once each week from a local station. With a background such as this he was a natural to do "What It's Like to Work for Uncle Sam" for **NATION'S BUSINESS**.

For years we have known that few Washington correspondents were actually natives of Wash-



ington. Now we learn that California has the same tradition. Most people who write in California come from somewhere else—except, of course, **ANDREW HAMILTON**. Barring a hitch in the

Navy when he did public relations work and wrote Admiral Nimitz's daily press communiques from Honolulu and Ulithi, he has spent most of his 34 years on the West Coast. Since shucking the uniform, he has been doing free-lance writing and handling publicity.

If anybody's crazy over horses it's **LABERT ST. CLAIR**. In fact, horses are so much of a hobby with him, he has even named his Maryland home Hitching Post Hill. But don't get us wrong. When not clocking pacers and admiring thoroughbreds, Mr. St. Clair is a successful business man, too. Right now he's a private consultant to industry. Before this he was successively a newspaper reporter and editor, organizer of the publicity bureaus of NRA and FHA, and transportation assistant to former Secretary of Commerce Roper.



Cover: No farm product has inspired so much music or so much economic discussion as cotton. From Eli Whitney's cotton gin—on which a way of life was built—to the mechanical picker which **CHARLES DE FEO** has painted for this month's cover, Cotton has been either the "King" or "Curse" of the South, depending on who was analyzing it, and when. No one, from the community which built a monument to the boll weevil to the Mammy song writers, has been able to ignore it.

"Where are those engineering change notices?"

"Still waiting for those packing lists!"

Is your business held down by a paper-wait?

"What! Those reports late again?"

"Let's get out complete new pages when prices change."

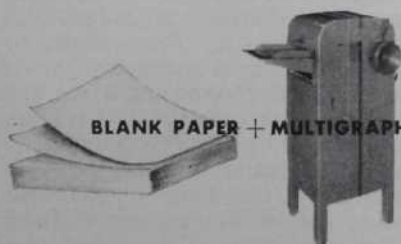
"Sorry! We're behind on our order-writing."

DELAYS in processing business records and communications can cause costly bottlenecks in factory, field or office. These slow-downs can usually be traced to tedious typing and retyping of routine forms—limitations of office writing machines in producing carbon copies—collating, interleaving and correcting carbon copies, or use of old fashioned duplicating methods.

If normal work-flow lags at times in *your* business, it will pay you to think of Multigraph.

For with the Multigraph method, *blank paper* is quickly transformed into business records complete with form and *legible* written information—all in a single operation. Key to this fast, simple operation is the exclusive Multilith duplicating process using the amazing new reproducing masters.

Ask your local Multigraph representative to demonstrate the Multilith system and the new masters—to show you how to prevent waste, cut costs and speed paper work in your business.



BLANK PAPER + MULTIGRAPH =

Business Records
Complete with Form
and Variable
Information in
One Operation

Multigraph

TRADE-MARK REG U.S. PAT. OFF.

SIMPLIFIED BUSINESS METHODS

Multilith, Systemul and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation

Purchasing • Receiving • Inventory • Order Writing • Shipping • Billing



You can have that pleasure now, for South Carolina workers are producing them. Light, tough and full of action, these fly and casting rods are designed for more fishing pleasure and greater accuracy.

It takes accurate, skilled hands, too, to mold the resinated glass fibers into a fisherman's delight.

"We needed 100 workers at the start," V. L. Johannessen, manager of the Shakespeare Company plant, pointed out. "We got hundreds of applications. The workers have a good spirit; they learn quickly, and they're dependable. We could double our personnel almost overnight, if necessary, from those interviewed and tested just before we began production."

That's just one example of an industry well satisfied with South Carolina. For information about South Carolina's large supply of skilled workers and other advantages, write Research, Planning and Development Board, Dept. J, Columbia, S. C.

South Carolina

WHERE RESOURCES AND MARKETS MEET

NB Notebook

Blue ribbon summer

THE "biggest vacation season ever" is a forecast that even the gloomiest economist is willing to admit will be pinned to Summer, 1947. Travel and recreational facilities not available last year are all set.

Some stock, and some black, market operators may be missing from the front row seats of free spenders. For a few thousand of these, however, many more thousands will be enjoying their first vacations with pay.

The summer crop is changing just as the automobile industry changed in its early days—not expensive cars for the few but less expensive cars for the millions. And who will say that this is not a better scheme of things, not only for the millions but for business as well?

Walls of Jericho

WITHIN the last month the American Management Association made a new assault upon a problem which has become of increasing concern to industrial leaders. This is the matter of specialization.

A company president comes up from the sales department. He is interested naturally in what he knows best. Production, personnel, purchasing are of much less concern. Company policy has a strong slant sales-wise. Decisions in other spheres of operation are slighted. Grave errors can result.

This "compartmental thinking" is not suited too well to meet the stresses and strains of business which are surely coming up. In the past the A.M.A. has aimed at making functional specialists know and appreciate what "the other fellow is doing."

Last month, however, it decided to blow that trumpet and bring down the separating walls. For the

first time leaders in all branches of top management were brought together in a general management conference which will serve as a pattern for future sessions of a like character. The sales president has learned something from the production president, and both have learned from engineer presidents, finance presidents and purchasing and personnel company heads.

All-American Nipper

MILLIONS know the names of Rin-Tin-Tin and Lassie. Millions more know a still more famous dog but not by his name of Nipper. He is the world-renowned fox terrier. Ears cocked and muzzle turned, he listens to "His Master's Voice."

The RCA Victor trademark is 46 years old. The original Nipper was an English breed fox terrier. Now he is all-American, sketched and sculptured from American kennels by Carl Hallsthammer, who is associated with W. L. Stengaard and Associates, industrial designers. Some 20,000 papier-mâché models in 36-inch and 11-inch sizes have been distributed to Victor dealers.

Suggestion follow-through

SOME suggestion systems are carried along in a casual way—a notice on the plant or office bulletin board and maybe occasional word of a winner. The Lukens Steel Company and its subsidiaries hold a dinner meeting of award winners and print a booklet giving the ABC of the suggestion program, pictures of winners, photographs of their ideas, and a breakdown of the winning suggestions.

The special award winners for 1946 were headed by Oscar Jackson, mill roller supervisor, who cashed in for \$250. Top major award winner was Edward Barnes, a rigger foreman.

The breakdown of suggestions that were accepted was classified

percentage-wise as follows for the main groups: safety and health, 34; saving time and increasing production, 27; reducing damage, obtaining longer wear, 14; and new procedure, 14.

Information

AS LABOR relations are argued, fought over and legislated, it may turn out in the end that information will prove the Great Pacifier. When men know what they are doing and how they fit into the scheme of worth-while things, a lot of friction disappears. That, at least, is the experience related by many authorities.

An apt quotation comes from *America*, the weekly Catholic review. Henry L. Nunn, former president of the Nunn-Bush Shoe Co. of Milwaukee, notable for its forward management-labor relations, was interviewed by David Keyser, Milwaukee attorney.

"I suppose some manufacturers would say that we have thrown away all the prerogatives of management at our plant," said Mr. Nunn. "But I'll wager we have more influence in our plant by reason of respect than they have in theirs by reason of power.

"In the first place, we keep everyone informed. Each day we post figures and charts in the plant showing our daily production, our orders on hand and our schedules. Everyone is interested, of course, since the over-all production ultimately is reflected in their wages. Each morning at 10 o'clock we have a meeting at which all the workers and departments are represented, and anything can be brought up for discussion. Thus everyone knows what is going on."

Everyone his own FTC?

THE Lanham Act governing trademarks, which becomes effective this month (July 5) includes a good many provisions which the courts will have to clarify, according to the Lawyers' Advisory Committee of the United States Trade-Mark Association.

Two distinct registers are established. The Principal Register corresponds for the most part to registrations under the Act of 1905, and the Supplemental Register in general to registrations under the Act of 1920.

A new cause for action is introduced by one section of the new Act. It provides that anyone using a false description or representation can be sued by a competitor who believes he is likely to be dam-



Every executive contemplating a relocation should read this leaflet. It outlines a service that provides confidential, complete, current information on available industrial sites and plants.

FOR busy executives, finding a convenient source of full information about available buildings and plant sites is an important first step.

That's where you can use The Milwaukee Road's leaflet, "How to Find a Home for Your Business." It tells how our Industrial Development Department provides a service to bring new industries to communities in the twelve states served by The Milwaukee Road between the Great Lakes and the Pacific Ocean.

It shows how we plot industrial districts . . . outlines the type of data we can provide on labor, markets, shipping and power fa-

cilities, raw materials, taxes and residential conditions.

Whether your business is large or small, we can help you relocate. Our confidential services are available without obligation. Write for leaflet today to J. C. Ellington, Industrial Commissioner, The Milwaukee Road, 301 N Union Station, Chicago 6, Ill.



Black area shows Milwaukee Road States

THE MILWAUKEE ROAD

The friendly Railroad of the friendly West

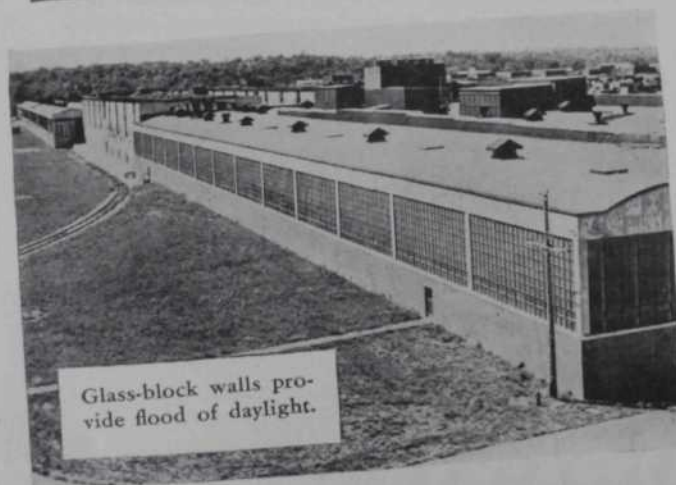
HERE'S OPPORTUNITY WITH A CAPITAL "O"...



"INDUSTRIAL CITY"
Kansas City, Mo.



Note unusual clear-
ance—16 to 21 feet.



Glass-block walls pro-
vide flood of daylight.

INVESTIGATE "INDUSTRIAL CITY"

A special factual brochure, entitled "Industrial City", has been prepared to help you judge the suitability and advantages of this fine, modern facility as a home for your business. It describes the many ways in which the space you may want can be organized for profitable production. It contains full information on the favorable rental basis—tells you how to go about acquiring space in this premier structure.

Write for your copy of "Industrial City" brochure today. Send your inquiry direct to War Assets Administration, Office of Real Property Disposal (P.O. Box 1037), Troost and Bannister Road (95th Street), Kansas City, Missouri.

This great property may be personally inspected any business day. Your own engineers and experts can make arrangements to study every aspect of the property to determine its advantages for you. Representatives are on the spot to answer all questions and help in working out arrangements to meet your specific requirements.

Title to the property will remain with the Federal Government and the Navy Department in the interest of national security.

•• FOR MANY A SMALL BUSINESS

This Superb Plant Offers Exceptionally Favorable Conditions for Manufacturing Nearly Any Product

**ALL UTILITIES AND SERVICES . . . ADAPTABLE SPACE
MODERATE RENTALS . . . PRIME LOCATION**

Here is an outstanding opportunity for a broad range of manufacturing organizations to place their operations in a highly favorable industrial location and to participate in the profit potentialities of this modern industrial community.

War Assets Administration now offers space for lease in the great government-owned manufacturing plant at Kansas City—a plant generally acknowledged as one of the finest industrial structures ever built. The leases will be for periods up to 10 years, subject only to simple, straightforward stipulations in the interest of National Defense. Leases will be based on floor area and space requirements. The plant was originally built and operated for the production of Pratt & Whitney aircraft engines. It is offered for lease on a multiple tenancy basis, permitting smaller industrial organizations to share a common roof and common utilities and services and, at the same time, have the advantages of adequate space, proportionately equitable rentals and selected location.

The space to be leased aggregates nearly 3,000,000 sq. ft. in six buildings, all modern, all designed for maximum efficiency and economical operation. The over-all layout and physical plan provides outstandingly practical opportunity for many types of producers. The total productive area originally allowed for employment of 20,000

people, many of whom want to go back to work in this plant for you.

Building clearances and arrangements permit unusually broad ranges of machinery and equipment layouts and overhead work space. Personnel facilities, locker and washroom space, and other elements, are of superior design.

This plant is situated at Troost Avenue and Bannister Road (95th Street) and has spur track and three sidings of the Missouri Pacific Railroad. Paved roads lead to arterial highways. There is barge service at Kansas City to the Mississippi. Water is supplied by Kansas City; sewers are in and connect with the city system; power and light is furnished by Kansas City Power & Light Company and natural gas by Panhandle Eastern Pipe Line Company.

The advantages of a Kansas City, Missouri, address are well known. Whether you have a small or large operation, you have the advantage here of an established, growing market, fine transportation and economical distribution. Kansas City has a top reputation as a good town to live in, to work in, to sell from.

Already there are mounting *bona fide* inquiries for rental of space in this superb industrial community. Business and labor of Kansas City are for it, and will be for every tenant.

 **WAR ASSETS ADMINISTRATION**
OFFICE OF REAL PROPERTY DISPOSAL



Post Office Box 1037, Troost and Bannister Road (95th Street), Kansas City, Missouri, Telephone: Delmar 3500

1038-T



*M*illions of calls are made-to-order every hour

Every telephone call is made-to-order on the spot.

This is not a mass production industry. There's no way to manufacture a lot of telephone calls in advance and store them for future need.

Your call may be across the street. The next may be across the country. It may be the middle of the day or the middle of the night.

But whenever you call and wherever you call, the telephone company must be ready. It must — in a matter of seconds — provide the people and equipment to carry your voice to any one of millions of other telephones near or far.

And do the same thing for millions of other people every hour.

BELL TELEPHONE SYSTEM



aged. What the Federal Trade Commission has accomplished to date may prove insignificant compared with the fireworks this section may touch off. Every competitor can be his own FTC.

Vote on advertising

WHILE the advertising profession is aware of some shortcomings, it has long suspected nevertheless that a highly vocal minority comprises the chief critics.

In support of this theory comes a poll made recently by The Psychological Corporation as one of its series called "Barometer of Public Attitudes." From 5,000 personal interviews of a true cross section of the urban population, it was found that 91 per cent believed advertising is good for America. Five per cent believed it was "bad Americanism" and four per cent were uncertain.

In this same poll, labor unions were given 61 per cent of the vote as good Americanism. Communism and Fascism registered one per cent each.

Lucky savings

A THRIFTY person in Soviet Russia can also be a gambler if he chooses. The savings banks, of which there were nearly 32,000 with deposits of 12,000,000,000 rubles on Jan. 1, 1947, offer special accounts that draw no interest but participate in a lottery.

For every 1,000 accounts there are 25 winners. One lucky number gets 200 per cent of his average deposit for six months, two receive 100 per cent and 22 are awarded 50 per cent. At a rough guess these payments would represent an interest rate of 2.8 per cent a year on the total of these special deposits.

On term deposits the banks pay five per cent and they offer three per cent on unrestricted accounts. So the lottery winnings are just a bit less than the lower interest rate. Lady Luck must smile at odds of 40-1.

As consolation for the losers, the U.S.S.R. Information Bulletin reports that the banks take over the chore of paying utility and other bills free of charge, a service that is quite popular in the big cities.

"Sold-American!"

RADIO audiences have long marveled at the sing-song of the tobacco auctioneer and wondered, as they marveled, what sense could

RUST PREVENTION

\$100,000 Worth of Hand Tools saved from "RUST"

"Some time ago, we were called in by a prominent manufacturer*. Corrosion of all metal parts in his entire plant had gone out of control. The machine shop and hand tools, valued in excess of \$100,000, were a sorry looking 'dusty-brown.' Everything they had used in the way of rust preventives heretofore had failed.

After studying their problem we recommended our General Purpose Anti-Corrode No. 100 and suggested that they give it exhaustive tests. Their chemist did so and we are happy to report that it solved their problem.

They have since used over 150 gallons of this Anti-Corrode on everything metal in their plant, including small hand tools such as pliers and screw drivers."



Anti-Corrode No. 100 is one of several new types of Cities Service protective coatings for metals. Designed to prevent corrosion of raw stocks, finished parts and completed machines, it adheres firmly, displaces

moisture and protects longer than similar materials now on the market.

Easy To Apply Apply Anti-Corrode by ordinary work-shop methods. Spray, dip, brush or roll it on. The protective film is continuous and non-porous—does not break at sharp edges nor rupture on flat surfaces. It need not be



removed from metal to be stamped, drawn or otherwise formed.

**Name on request*

Cities Service means

Great Service



Cities Service Oil Co.
NEW YORK - CHICAGO
Arkansas Fuel Oil Co.
SHREVEPORT, LA.

(This offer available only in Cities Service marketing territories East of the Rockies.)

CITIES SERVICE OIL COMPANY
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be made out of such jargon. Joe Cuthrell teaches what it is all about in the only school for singing auctioneers, located at Kinston, N. C. The course lasts six weeks and costs \$400.

It seems that the chant, according to the N. C. state news bureau, is the least of the auctioneer's worries. Learning the buyers and their exclusive ways of signalling bids is the real test.

Quirks and twitches on the highly secret order are supposed to be known only by the buyer and the auctioneer.

The speed of the selling chant is not illusion, according to Mr. Cuthrell. His father was an auctioneer for 46 years and on a good day about 200,000 pounds of tobacco would be sold. Today the chant is faster and as much as 1,750,000 pounds are sold.

Moving materials

MATERIAL handling keeps cropping up in the news of business developments with increasing frequency. The reason is not hard to find. Many years ago Ford's conveyor brought the job to the man instead of having the man waste time moving from one job to another.

There was a lapse in the application of this idea but the conveyor was applied to material handling. Finally in the war "palletizing" got its big push. The platforms or pallets of parts and materials are shifted by small electric trucks with lift-forks.

Plant engineers in the automotive industry say the best chance for cost savings is in material handling.

One company finds this expense represents 30 per cent of total production cost today.

Steel

EVERY once in a while the steel industry feels called upon to do a little clarifying of the metal situation.

Otherwise people might start thinking that copper, aluminum, lead, zinc, magnesium and tin were pushing steel right out of the business picture.

So the American Iron and Steel Institute puts a few figures together to show that 20 days of steel output equals the yearly tonnage of all six of the common non-ferrous metals.

Steel and merchant pig iron account for more than 95 per cent of the primary metal output of all types in the U. S.

STRAIGHT-LINE DISTRIBUTION with a CIRCULAR WAREHOUSE



Circular warehouse with 16 divisions provides space for unloading 48 Truck-Trailers and 48 rail cars simultaneously. Out-bound trucks reach the loading docks in the interior court through a tunnel under the warehouse. Average travel of merchandise between receipt and shipment is only 1440 feet.

H. K. FERGUSON CO. EVOLVES ONE-STORY CIRCLE AS MOST FUNCTIONAL WAREHOUSE!

THE November, 1946, issue of The ARCHITECTURAL FORUM describes a circular warehouse design, developed by H. K. Ferguson Co., Engineers and Builders, which may well revolutionize warehouse construction.

Asked by one of the nation's largest mail-order houses to design the "ideal" warehouse, Ferguson moved into the client's existing buildings to study his problems.

The warehousing operation divided itself into four major phases:

- Receipt of merchandise.
- Movement of similar items to one of the many "warehouse divisions" for storage.
- Movement of ordered merchandise from warehouse divisions to the "order assembly" floor.
- Collection of merchandise and distribution to the various "truck loading stations" for out-shipment.

TRUCK-TRAILER SHIPPING!

Merchandise—mostly heavy material—is received from railroad cars and Truck-Trailers. The client wanted facilities for receiving 69,000 cu. ft. per day—which would provide for peak loads half again as big as normal.

In-shipments normally are half by rail, half by truck—peak loads would probably arrive in 23 cars and 68 Trailers per day—but provision must be made for unloading the entire receipts from either type of carrier. Truck shipping facilities of equal capacity were also required, since practically all orders are shipped by Truck and Trailer.

Ferguson found that the receipt and storage of merchandise would be greatly facilitated if each

warehouse division was provided with its own unloading facilities. This was accomplished by providing space for three rail cars and three Truck-Trailers at the receiving end of each division. Next came the problem of order filling, assembly and shipping. Applying the principles of centralized flow, the designers arrived at the circular arrangement as the most efficient method of connecting all warehouse divisions with all loading stations.

REDUCES HANDLING!

With this design, traffic bottlenecks are eliminated. Internal traffic is reduced to a minimum—collection and distribution are done at the same time on the same circuit. Reverse flow of empty carriers to warehouse divisions is accomplished on the one circuit.

YOUR TRAFFIC MANAGER KNOWS—This is an outstanding example of the kind of planning that takes full advantage of the inherent flexibility and economy of motor transport. In designing a new plant or warehouse, be sure to include your Traffic Manager on your planning committee. Let him sit in with your architect, your contractor and an experienced motor transport operator. Their advice is invaluable.

World's Largest Builders of Truck-Trailers

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10 Factories — 67 Factory Service Branches



Fruehauf Trailers

"ENGINEERED TRANSPORTATION"

You don't stay first
unless you're best



This curious-looking contrivance sees to it that Goodyear Tires have the longest-lived sidewalls your money can buy.

As many blowouts occur in the sidewall area, this sidewall quality is very important to you.

This machine stretches, twists, and strains strips of sidewall rubber that are hooked to the moving cylinder. It gives them the same constant flexing, produces the same fatigue they would get in a tire on your car.

The machine is even located on the roof, wide open to the elements. For

weather, too, is tough on sidewalls. This double punishment goes on until every strip breaks.

The machine tests strips of Goodyear and other tires. It tests new combinations of materials suggested by the laboratory.

It must continuously demonstrate that the longest life you can get in the sidewall of a tire is in the sidewall of a Goodyear Tire.

For Goodyear knows that to stay first, it must be best—and Goodyear is again first, for the 32nd consecutive year.

ANOTHER **GOODYEAR** FIRST!...

Goodyear tires in larger sizes are made with rayon cord.

First—every year for 32 years

GOODYEAR

More people ride on Goodyear tires than on any other kind



► **LEST WE FORGET:** Selling is a fine old American custom (circa 1939).

► **THERE'S A BIG IF** in the business outlook.

If Government embarks on a vastly expanded world relief and rehabilitation program prices and production will hold firm. A few will head for new highs.

Without that expansion U. S. business during remaining half of 1947 will continue adjustments now in motion.

In that case:

Period of peaks is about over. With few exceptions prices and production of consumer goods will lower gradually.

Incoming orders are falling off. Goods are not crossing retail counters at current rate of production.

Lower priced goods are coming into the market and the public's reception is demonstrated by rising proportion of department store sales in the downstairs stores (once known as the "bargain basements").

Price cuts on appliances show up as trade-in offers, and on many other items as straight reductions.

These are signs of returning normal competitive business, at prices somewhat below current levels.

Look carefully at sales reports showing volume 10 to 15 per cent above last year.

Sales are reported in dollars. Prices average 20 to 25 per cent above year ago. Which means unit sales are lower.

With production at record level the stage is set for lowering prices.

Loss can come anywhere along the line—to the materials producer, manufacturer, wholesaler, retailer.

The one with the biggest inventory gets hurt worst when market falls.

► **PROFITS PEAK IS PAST.** In distribution as well as in manufacturing lines.

There are two reasons: Increased labor costs, return of competition.

What happens when supply catches up to demand? Tires offer clear example.

Because of rising inventories one national retailer cut prices in several cities, followed up with cut in all outlets.

Then a competing chain matched it, and within a few hours a major rubber company reduced prices 10 per cent on its own name brand in popular sizes. Others followed.

► **IT'S STILL ADJUSTMENT,** not depression.

You can't have a real depression with basic industries' output sold out for the year (at least) and cereal crops in

MANAGEMENT'S Washington LETTER

record production at guaranteed prices.

Cereals account for about one sixth of U. S. farm income—about \$4,000,000,000 this year.

That spreads into high car loadings, high milling activities. It spreads prosperity into industrial areas through the farmers' high buying power.

► **MANUFACTURERS CONCENTRATE** on most profitable lines.

That's one reason for some of the distortions in today's production.

You can get 30 day delivery on stainless steel, but it's useless to try to order plain sheet steel.

There's plenty of small pipe and large wire. But it's hard to find large pipe, small wire.

Developers of subdivisions find they can get all the small sizes they want to pipe homes. But the gas company can't get large pipe for mains to serve the area.

So the developer looks for another site, where less large pipe is required.

When is it time to stop concentrating on the most profitable items?

It generally stops when warehouses begin to fill up with small pipe, big wire, stainless steel...or some of your own products.

That's happening now.

► **ALL THE ORDERS** on auto dealers' books have been made good by the gray market funneling cars to foreign buyers.

Used car dealers grab all the new cars they can get at prices far over list, sell them to foreign outlets at even greater premiums.

Which brings talk of restoring quota restrictions on auto sales abroad.

If these come quotas will be high, will be used to direct rather than restrict sales.

► **BUILDING ACTIVITY** increases in rural areas, small towns, while it lags in big cities.

That's because costs in the country have not reached big city highs.

There's less feather bedding in unions—if there are unions—and lower profit margins. Owners get more for their money.

Government reports national average time for building a house has dropped

MANAGEMENT'S Washington LETTER

from nine months in 1946 to less than four months this year.

Normal (prewar) is under four months.

Drop reflects fewer interruptions, increasing efficiency.

► **SURPLUS WAR PLANTS MOVE** faster because of high industrial building costs.

Several manufacturers who looked over war plants, found them not ideally suited or located for their needs, are looking again—and buying.

They find postwar plants planned on estimate of \$6 or \$6.50 a square foot would cost \$11 or more today.

► **YOU CAN EXPECT MUCH TALK**, little action, on fair trade price practices.

Depression-bred Miller Tydings Act of 1937, plus enabling acts in 45 states, authorize manufacturers and dealers to agree on floor under retail prices.

Idea was to prevent price cuts, protect merchants.

Now some manufacturers want authority to fix retail prices to prevent retailers from charging too much.

Government interest was created by manufacturers' statements deploring great difference between their prices and those at retail level.

Increased supplies probably will knock peaks off prices before Government reaches action stage.

Department stores' position illustrates conflict in merchants' policy.

They don't want regulation against slashing prices on shirts, a long list of other items, if their competition cuts on competing non-protected lines.

But neither do they want to lose fair trade protection on cosmetics, which might mean they would lose their cosmetic volume to the dime stores.

► **DO YOUR EMPLOYEES RESIST** technical improvements, new methods?

If they do, it may be because they feel left out of things, according to Harvey W. Brown, International Association of Machinists president.

"By stress on the psychological adjustment of the individual, we may touch the mainsprings of human action and revive the instinct of workmanship," Brown told a Roosevelt College labor conference.

"The worker has been too long neglect-

ed, too long regarded as an insignificant cog in the wheels," Brown said.

"The advance in technology makes imperative a psychological and rational approach to our human resources."

► **A 38 YEAR OLD IDEA** may cut the cost of your community airport in half.

Louis Bleriot used the idea when he flew across the English Channel in 1909. Then it was discarded.

Bleriot used castoring landing wheels, thus lessened effect of wind on take-offs, landings.

Civil Aeronautics Administration wondered recently why that wouldn't work, set up fund of \$150,000 to look into it.

Success of new development in Bleriot's idea, now in testing stage, may make multi-runway airports unnecessary.

With swivelling wheels aircraft could land and take off on a single runway regardless of wind direction.

Other advantages: Airport sites would be multiplied because of greatly reduced area requirement. They could be built much closer to community areas.

Tests of castoring wheels on several light planes have been declared highly successful. Contracts are being let for experimental installations on commercial type planes.

Results of these experiments may lead CAA to change plans for the \$500,000,000 seven-year airport program, replace it with a one-direction program.

Thus cost would be cut in half, or the number of airports for the money could be doubled.

► **EXTENSIVE INQUIRY** into Civil Aeronautics Act of 1938 and its administration appears likely in next session of Congress.

Talk on Capitol Hill is of inquiry into air safety, Civil Aeronautics Board policy, application of technical advancements, routes, subsidies.

Congressional curiosity has been aroused by airline financial difficulties, crashes, arguments raised in sea-air battle.

Representative Charles A. Wolverton's bill revising Act of 1938 may become basis for inquiry by interstate and foreign commerce committee, which he heads.

Interest also runs high among members of postoffice, appropriations committees.

Helping create interest in widespread inquiry are rail, steamship and bus lines shut out of air operations by CAB.

Investigation might spread into all

transportation with view of establishing uniform government policy toward all forms.

► **NAVY GOES ALL-OUT** for air, but doesn't like jet power.

This is shown in figures given House appropriations committee.

These disclose plans for a Navy of only two active battleships compared with 22 aircraft carriers.

Despite publicity attending acceptance of new jet fighters, Navy has fewer than 25 jet powered planes in operation.

Orders show gasoline engines running far ahead of jets on delivery schedules.

Rear Admiral H. B. Sallada told committee members jets are not reliable enough, have insufficient range, unsatisfactory control at low speeds.

Plans call for two Navy fleets—Atlantic and Pacific, each built around one battleship and six carriers.

Forty per cent of line officers are to be airmen.

► **PRICE OF THE PAPER** on which your daily news is printed has jumped 80 per cent over prewar, from \$50 to \$90 a ton.

Which may be what it takes to get a newsprint industry established in Alaska.

Forest Service reports it is negotiating with three paper makers on Alaskan timber contracts.

High construction, shipping costs so far have discouraged development of an Alaskan pulp industry.

At present 80 per cent of U. S. newsprint comes from Canada.

► **EXCISE TAXES** have a habit of growing fatter along the way to market.

In many cases tax is added to the manufacturers' cost. Distributors arrive at their selling price by adding markup to cost (which includes the tax).

Retailers do the same thing.

So, as Harold Massey of the Gas Appliance Manufacturers Association pointed out to House Ways and Means Committee, tax cost to the consumer often is double the amount the manufacturer pays the Government.

Efforts are under way to lift excise taxes from gas cooking ranges, automatic water heaters, refrigerators, other items.

► **ONE OF YOUR NATION'S** best foreign customers will ask for a little more credit next year.

British will seek amendment of their \$3,750,000,000 loan, changing the total to five or six billions.

That's what they wanted in the first

MANAGEMENT'S *Washington* LETTER

place. Their U. S. supporters were afraid Congress wouldn't approve it.

Rising prices are blamed in part for need of increase, accelerated drawings.

British drew \$200,000,000 last month, bringing first year's total to \$1,950,000,000. At that rate loan, intended to cover five-year period, will be used up in 1948.

► **EXPORT-IMPORT BANK** already has all the money it can use.

Its abundance exists because Russia has failed to apply for \$1,000,000,000 earmarked for that country, and because the bank is afraid to take a chance on the \$500,000,000 loan to China.

► **THE GOVERNMENT MIGHT WELL** quit worrying about big business gobbling up little business, instead make little business more attractive to its owners, according to National City Bank of New York.

"Strangling taxation" is most important reason why little companies sell out to their competitors, according to the bank's monthly letter.

Also, "the growing multiplicity of labor laws and restrictions, strikes, numerous and voluminous reports to manifold government agencies, collections of income taxes, social security taxes, sales and excise taxes, and in many cases even of union dues," make owners of small businesses anxious to sell out.

► **BRIEFS:** Sale of \$1,000,000 worth of cotton, one of first private commercial ventures with Germany since war, is being negotiated....Westrex Corporation (Western Electric Export) emblazons "Another Shipment from U. S. A." plus red, white and blue colors on its packing cases. Suggests other foreign shippers follow suit....Income tax withheld during 11 months of fiscal year just closed totalled \$9,241,613,997 compared with \$8,754,325,011 in same period year ago. ...Your filling station may be rationing gas to its customers by mid-month....AAF retires master sergeants with 30 years' service on \$185.63 monthly pension. Income equals 3 per cent interest on \$74,250....Thomas S. Holden, F. W. Dodge Corporation president, predicts private building volume in next decade will be 3½ times that of the 1930's....

You, too, like Jenkins Bros., might cut payroll costs 30%!



National Payroll Machine at Jenkins Bros., Bridgeport, Conn.



Or you might save even more! In any event, you will want to know about the experience of Jenkins Bros., makers of the famous Jenkins Valves and mechanical rubber goods, who recently wrote us:

"Since the installation of a National Payroll Machine a year and a half ago, we have reduced our payroll department costs 30% with greatly increased efficiency. Prior to the installation, we had great difficulty in meeting the pay date; now we have one day and a half per week for payroll distribution purposes.

"Figures accumulated each week in running the payroll are used to expedite the quarterly social security and withholding income tax reports.

"We also use National machines for accounts payable, all distribution work, and stock record keeping. On these same machines, we post our general ledger and all subsidiary records."

These National Payroll Machines prepare a pay check, or pay envelope, showing in clear, printed figures the gross amount of pay, the specific amount of each deduction, and the net amount of pay. In the same operation, they simultaneously produce a complete payroll summary and detailed employees' earning record. Labor cost analysis can also be carried out on these same National Payroll Machines.

Let your National representative study *your* needs, and then make recommendations. The National Cash Register Company, Dayton 9, Ohio. Offices in principal cities.

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TRENDS



OF NATION'S BUSINESS

The State of the Nation

ONCE in a while it assists clear thinking on our national problems to apply careful analysis to an official statement of policy. Let us select a seemingly innocuous assertion from the official *Bulletin* of the Department of State. This defines one of "the basic objectives of American policy in Austria" as: "Creation of conditions for the maintenance of a democratic state and society."

If one believes that words should be used to confuse rather than to clarify thought, then there is nothing remarkable about this observation. Certainly we are all now accustomed to hearing that our national mission is to uphold "democracy" though few can define the noun.

But words are designed for the transmission, rather than the obfuscation, of thought. And the phrase "a democratic state and society" transmits a very confused idea. The words sound well, but somehow sense is lacking. The reason for this is the wholly indiscriminating application of the adjective "democratic" to two nouns which the writer of the article properly regards as different things—state and society.

American policy in Austria, according to this responsible official, seeks to create conditions which will maintain a democratic state *and* a democratic society. Since the policy is obviously unsuccessful, it is appropriate to ask insistently what these words mean.

The author of the resounding phrase which we seek to analyze is Research Associate in the Foreign Policy Studies Branch of the Division of

Historical Policy Research of the Office of Public Affairs of the Department of State. But even without the pressure of that bureaucratic title we could agree that there is undoubtedly a profound difference between state and society.

State and Society

Society is the general term given to all forms of voluntary association established to forward a common purpose. Thus a church, a chamber of commerce, a trade union, a college fraternity or even a sandlot baseball team is, each in its own field, a form of society.

Every association of this voluntary character is governed by its own rules, within the framework of the state; each has its own standards for membership but nobody is under compulsion to become a member. Indeed it was the tendency of the Wagner Act to make trade union membership compulsory, instead of voluntary, which led to the demand for outlawry of the closed shop. If an association can compel individuals to join, then this association ceases to be a part of society and becomes instead a miniature state which, in the long run, the national state will not tolerate.

It is the element of compulsion which characterizes the state, as it is the element of voluntary cooperation which characterizes society. The state simultaneously controls and protects all forms of society under its sovereignty. It is likewise dominant over the individuals who voluntarily form all sorts of social organizations to

INTERNATIONAL CRAWLERS

QUARRY THE *INDISPENSABLE*

• In quarry pits all over the world, rugged, powerful International Diesel Crawlers help produce one of civilization's indispensable materials . . . *limestone*. They move millions of tons of it to shovels, conveyors and loading ramps. Because Internationals lead in dependability, durability and operating economy, men who move the earth ask for more and more of them each year.

Just as limestone is *indispensable* to the industrial arts, to agriculture, to construction, to our way of life...

power-packed Diesel crawlers and engines are *indispensable* to building and maintaining the physical foundations of our civilization.

You'll find International Crawlers working in cities and towns, on the highways, in the forests, mines, oil-fields . . . wherever heavy work needs doing. And they do this work at ever lower cost to you, your neighbor, your city, your state and the nation.

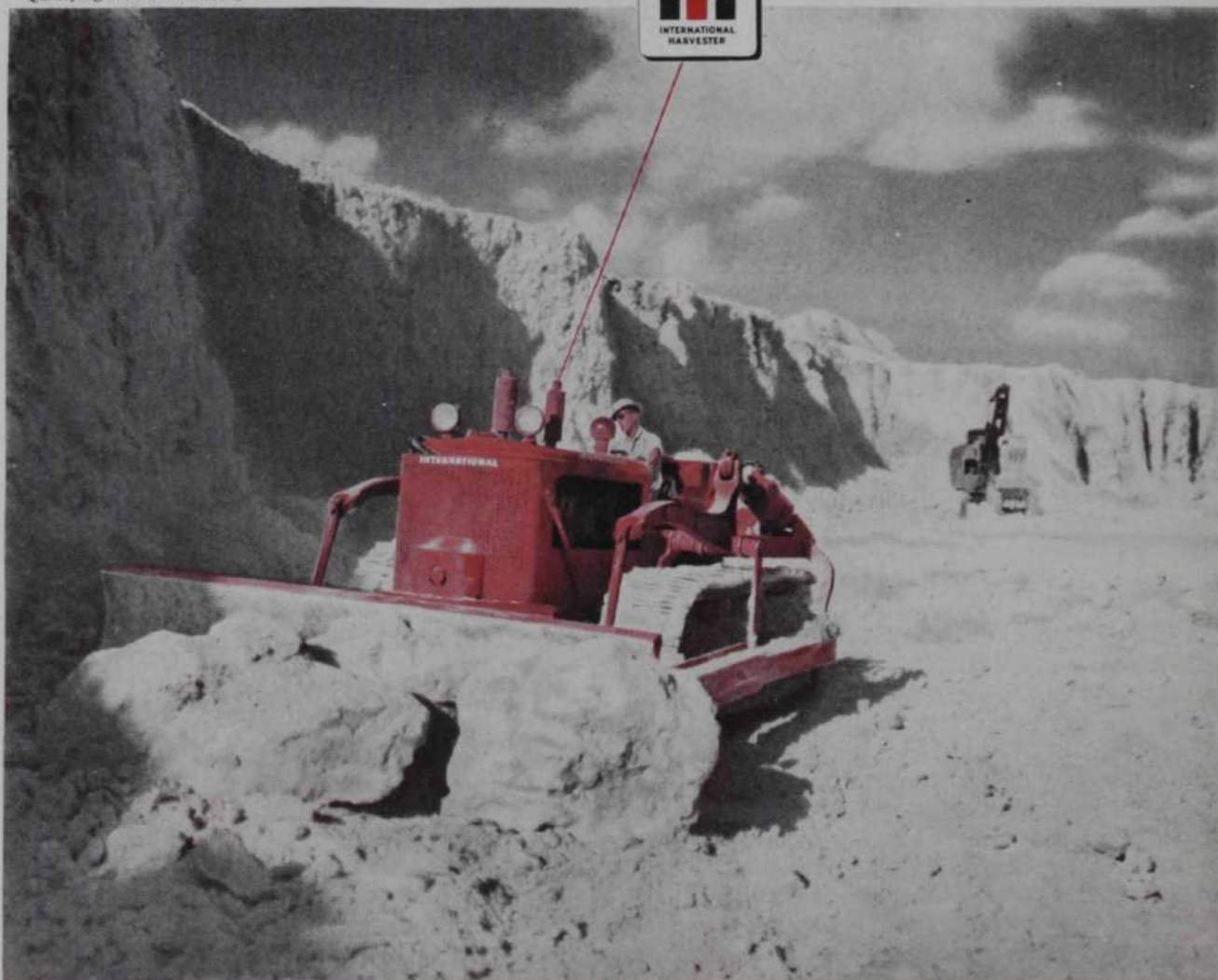
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further their mutual interests, whether spiritual, intellectual, material or merely recreational. The individual who believes that his club dues are excessive may resign. But the citizen who thinks that his taxes are excessive cannot resign. Indeed it may be treason—a very serious crime—for the individual to take action based on denial of the sovereignty which the state has over him.

The tendency of totalitarian rule, whether Fascist or Communist, is for the state continuously to absorb the functions of society, so that eventually no right of private association remains and every organization, from church to athletic club, is nationalized. Russia's recent triumph in Hungary simply means one more country in which the traditional distinction between state and society is obliterated.

So there is no difficulty about the nouns in the proclamation that our policy is to support "a democratic state and society" in Austria. The trouble arises with the thoughtless use of that vague and misleading adjective.

"Rule of the People"

The literal meaning of democracy, or at least of the two Greek roots from which the word derives, is "rule of the people." But since only a selection of all the people in a community can actually govern, it is reasonable that the word should have come to signify majority rule, exercised by freely-chosen representatives of the people. If the representatives are not freely chosen, the quality of democracy is lacking. And, if the majority of the elected representatives do not control, the democratic character is also lacking. Both free election *and* unqualified majority rule are necessary to justify the word democracy.

So far as society is concerned, the American people can honestly claim to favor democracy. This claim is not weakened by such discriminations as the refusal of some private schools to admit Negro students. That cannot be called undemocratic so long as there are no legal restrictions whatever against the establishment of private Negro schools which may exclude white students, if that is their desire. The criterion of a democratic society is not that every association should be open to every person, but merely that all like-minded people should be free to associate as they wish. It is in accordance with this principle that we defend the right of the Communists to organize, even though the avowed purpose of their party is to overthrow the American system of government.

When we turn from society to the state, however, it cannot truthfully be said that our procedures are democratic, if that word implies that the will of the people, as delegated through their freely chosen representatives, shall control by a simple majority.

The President of the United States, as one illus-

tration, can be elected by a minority vote, even of those who care to exercise the franchise. And, once elected, he is entitled to veto legislation duly passed by both Houses of Congress. A two-thirds majority—which is highly qualified democracy—is necessary to override that veto.

Moreover, so far as the Senate is concerned, a spokesman from Nevada, with fewer than 125,000 inhabitants, has exactly the same voting strength as a senator from New York, with something more than 14,000,000 inhabitants. In the matter of overriding a Presidential veto it takes the vote of both senators from New York to match that of one from Nevada. If the Greeks had a name for this arrangement it was certainly not democracy.

Even less democratic is the entire institution of the Supreme Court, permitting nine appointed judges, or rather a bare majority thereof, effectively to nullify any legislation which may be deemed contrary to our written Constitution.

Finally, and most important, the theory of democracy is directly flouted in numerous clauses of the Constitution, especially in the first Ten Amendments (the Bill of Rights). These flatly deny to the representatives of the people any power to curtail freedom of speech, right of assembly and other individual privileges, no matter how unwelcome to the majority these may be.

Protection of Minorities

Other illustrations of the hostility of our republican institutions to the spirit of democracy will doubtless occur to the reader. Yet we continually assert—officially—that we seek to bring to conquered nations procedures which we have been most careful *not* to adopt ourselves.

What makes it all the more perplexing is the fact that our system of government has presented something to mankind which is far more important for the preservation of liberty, and for progress in every field of human endeavor, than this "democracy" of which we talk so loosely.

The protection of minority opinions and minority rights, against the ever-present danger of majority tyranny and against the overriding power of the state itself, is America's outstanding contribution to political progress. And yet a careful survey of the speeches of seemingly responsible officials will show that this greatest of all our achievements is now scarcely ever acclaimed. The confusion in our thinking is very serious if we have forgotten that liberty can be preserved only by protecting the individual against all tyrannies, of which those imposed with the acquiescence of majorities are naturally the most savage.



OF NATION'S BUSINESS

FELIX MORLEY

Why the Railroads Can't Afford NOT to Modernize!

A Dollars-and-cents Example That Will Interest Travelers, Labor and Investors

For a long time the C&O has said that America's railroads must modernize their passenger equipment—or forfeit a great opportunity.

In print and in private we have lam-pooned the "rolling tenements" that still pass for sleeping cars. We have stumped for modern streamlined trains to replace tired, creaking old day coaches. And over and over we have stated that, given attractive equipment, and new comforts and services, railroads could open the door on a new era of travel... *The C&O is replacing every old sleeping car, day coach and diner on its main lines, with streamlined cars.*

But Is It Practical?

Standpatters in the industry are still shaking their heads. But lately more reasonable people have been asking, "How can the large-scale replacement of old trains be practical?"

They point out that several of our largest systems had serious deficits in 1946. And everyone knows that the railroads are caught between rocketing costs and lagging rates. "How," they ask, "can such an industry afford large outlays for new equipment?"

The answer is that the railroads can't afford *not* to make these outlays. And here is a dollars-and-cents example:

The Investment That Is Fast Returning Its Cost

Last August one of the C&O Lines, the Pere Marquette, installed two new day-time streamliners—the last word in passenger attractiveness.

The new trains have carried 86% more passengers than old trains carried over the same route during the same period of the previous year—when traffic was still swollen by war emergencies.



Which will it be—modernization or continued deficits?

Here is the proof of the pudding: In less than 4 years, at the present rate, the increase in passenger receipts will equal the total cost of the trains!

Modern equipment is not a luxury that only a few fortunate systems, like the C&O, can afford. Even a bankrupt railroad can borrow money today to buy such equipment at 2% interest.

Which Way Do We Go?

Railroads now face a critical choice:

If pessimist thinking, old-line practices and Toonerville equipment continue to be tolerated, then regardless of rate relief, further deficits and bankruptcies are certain.

But, if, on the other hand, these liabilities are replaced by modern ideas and modern trains, our railroads can again be a credit to our country. They can also be a bulwark of our national defense, which, as every citizen knows, depends on a flourishing transportation system.

The Chesapeake and Ohio Lines

Terminal Tower, Cleveland 1, Ohio

The Month's Business Highlights

THE curve showing the loss of production because of strikes has been running through new low ground at the very bottom of the BLS chart. When less than 500,000 man-days are lost among nearly 40,000,000 workers in non-agricultural establishments, it is in sharp contrast with the 56,400,000 man-days lost in the first quarter of 1946, or even with the 1935-39 average of 3,240,000 man-days.

Such a situation may be too good to last, but it has put new life into the industrial index and has kept the total of goods and service output on the high plane it has been following.

Most prices are softening gradually in the face of sustained production. When fear of a possible collapse is the motivating impulse, declines are likely to be abrupt, accompanied by a demoralization in a contagious form which spreads into healthy areas of the economy. Liquidation of the postwar boom, however, is proceeding in a way which creates confidence that this preliminary to the great postwar expansion, certain to come, will be conducted as skillfully as was the war economy and the reconversion. The speed with which production was attained to meet the unbelievable needs of war was one of the greatest accomplishments of all time. Ranking along with it was the change back to a peace basis with practically no unemployment. In the light of those two achievements, it is not too much to expect that the readjustment period can be handled successfully. Those who were predicting dire developments in the third and fourth quarters of this year have advanced their dates.

Profits Will Decline

Corporate profits undoubtedly will decline in the last half of this year. This is always the effect in the early stages of a downswing. Later as lower prices result in increased volume, earnings are expected to increase. In the present situation, however, as prices move back to more normal levels, the mortality among marginal businesses increases, just as receding prices for farm products eliminate the use of land brought into production by abnormal price levels.

Profits have been high in many lines for a long time. Most businesses are in a position to whittle down profits when that becomes necessary. With the big flush of buying behind us, retailers not only must take less profit on some items, but will

TRENDS



OF NATION'S BUSINESS

have to absorb losses on some of their inventories. While that is true of a part of their stock, a sellers' market still exists for other articles. Most retailers are in a position to protect themselves in that way. Profits in automobile manufacture are expected to run counter to the trend as volume increases and as workmen become more efficient. No important decline in profits in the oil industry is expected. Profits in rubber will go down, but no distress is anticipated. Nothing is likely to happen in iron and steel to justify complaint. Iron and steel prices do not touch the ultimate consumer directly enough to arouse any great outcry.

Chemicals have had a big year. Labor costs are not a major factor in that business. It is less difficult than in most industries to keep output in step with demand. The railroads are not in a good position to withstand recession, even with the rate boosts they have been allowed. The decline in passenger traffic has been greater than was expected. Car shortages cut down on earnings that otherwise would have been forthcoming from freight. Farm machinery plants will continue to operate under full throttle. Prices are favorable and the farmers have the money to put on the head of the barrel.

Food Prices Meet Resistance

There are countercurrents in food processing. The chief threat to profits is consumer resistance. Complaint as to food costs has reached threatening proportions at a time when high-cost food products must be marketed. Profits already are low in that business. Strangely enough that is one spot where corporate profits may increase rather than decline in the second quarter. This trend will be stronger if predictions as to lower prices for livestock are borne out. The farmer from here out probably faces a greater shrinkage of income than anyone else.

Textiles are in a vulnerable position, but there again is a background of unprecedented profits. Amusements, particularly those that have been supported by lavish spenders, have a rocky road ahead.

Liquor is in a better position than is generally assumed. The women have been added to the clientele of that industry. Just as women made possible the great growth of the cigarette industry, they are now contributing to the market for

Now! LIFE INSURANCE EXPERTS PROVE THAT FORD TRUCKS LAST *up to* 19.6% LONGER

FOR THE first time in history, the scientific methods used by life insurance companies in computing rates have been put to work in figuring out life-expectancy tables for Ford Trucks.

4,967,000 Trucks Studied . . .

Wolfe, Corcoran and Linder, leading New York life insurance actuaries, assembled the records of all trucks of the five sales leaders registered from 1933 through 1941 . . . 4,967,000 trucks in all. Then they prepared truck life-expectancy tables in exactly the same way that they prepare human life-expectancy tables for life insurance companies.

Ford Trucks On Top!

The result? Ford Trucks Last Longer! Up to 19.6% longer than

the other 4 sales leaders! Why is this true? Because Ford Trucks are *built* stronger. They're *built* to last longer! That extra life that's put into Ford Trucks comes from Ford experience in building *more* trucks than any other manufacturer. Ford knows *how* to build trucks that last longer!

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*Certified
Proof*

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It stands to reason the longer you use a truck, the less it costs to own. That's why longer-lived Ford Trucks are the top truck value. And, logically, Ford longevity means lower maintenance costs . . . less time in the shop. It means more unused miles when you're ready to trade, and a better trade-in. Yes, any way you look at it, you'll get more truck for your money with a Ford Truck . . . because Ford Trucks last longer!

**FORD TRUCKS
LAST LONGER!**

The life expectancy of a Ford Truck is:

- 13.1% longer than that of Truck "B"
- 3.2% longer than that of Truck "C"
- 7.6% longer than that of Truck "D"
- 19.6% longer than that of Truck "E"

OFFICIAL ACTUARIAL CERTIFICATE

Based on the application of sound and accepted actuarial methods to the actual experience as measured by truck registrations, we hereby certify that, in our opinion, the accompanying table fairly presents the relative life-expectancy of the trucks involved.

WOLFE, CORCORAN AND LINDER
Life Insurance Actuaries, New York, N. Y.

beverages at a time when a slump seemed inevitable.

If prospects for the readjustment period are so favorable, why does the stock market behave as it does? Why are futures so much lower than the spot prices of commodities?

The answer is that the speculators are guided by hopes, and fears, and hunches. They are given credit for more intelligence than they possess. They are wrong more frequently than they are right.

There has been some suggestion that the inventory situation has been overemphasized, although that idea is challenged. Some think inventories are dangerously high. Expenditure for inventory is a capital outlay just as is the purchase of a piece of machinery. In the past year there has been a \$10,000,000,000 increase in inventory. A part of this is price. As far as the impact on the economy is concerned, it makes little difference what proportion is price and what proportion is physical volume.

These are examples of the situations that business will face in the last half of the year. Nearly all the authorities in the different fields take for granted lower prices and lower profits. The effects of such developments have been discounted. Much depends on timing and magnitude which are uncertain elements. There could be combinations of circumstances that might put the economy in a tailspin, but only the doleful, the cynics, and the overcautious are emphasizing those possibilities.

Excessive inventories, lag in housing and possible decline in exports all are likely to be short-cycle affairs. Even the pessimists admit a period of postwar expansion will set in sooner or later. They concede the next five years are likely to balance out well.

More Foreign Trade

It is true that exports are at a higher level than anyone had imagined. There is concern as to where the dollars are coming from to maintain the present pace. Before World War II about the only argument that could be advanced to encourage buying abroad was that this would be necessary to pay for exports. Too many persons dismissed that with the thought that we could export less. There was no impelling need for most imports.

The situation now is greatly different. The war drew heavily on our resources. Imports of many items have become essential. Also the public's attitude toward foreign goods and materials has changed. When profits are large and prices high, consumers welcome supplies from any source. Congress also will face the necessity of lowering barriers which imports must hurdle if world responsibilities are discharged and if markets are kept open to absorb the output of our enlarged

agricultural and industrial establishments. A lull in name calling tends to remove the unfavorable world situation from the front of the business picture.

There is a feeling that developments at the November conference of foreign ministers will provide some encouragement for business.



• • •

The C.I.O. crusade in behalf of higher wages, lower prices, all-out aid for agriculture, all to come out of profits, still is being featured despite the fact that some of labor's own economists say it will not work. Even with high taxes, individuals have more disposable income now than during the war years. They have a great backlog of savings. Here and there less demand for certain goods is in evidence but that is due to satisfied demand or more discriminating purchasing rather than to any lack of buying power. Much of the difficulty of the postwar period is because of too much buying power and too much investment capital. Before the economy can become really healthy some of the bad spots in the price structure must be ironed out. Prices that are out of line are being subjected to increasing pressure.

No lack of confidence in the future is reflected in the capital goods market. Practically no cancellations of orders for machinery or equipment are being reported.

Costs of industrial construction will not have to fall far before activity will be stimulated. Various industries are ready to proceed with plans for decentralizing as soon as conditions become favorable for construction and the procurement of equipment.

• • •

Germany is to Europe what a power plant is to a factory. In the reconstruction of the world it is becoming more and more apparent that a prime requisite is a functioning Germany. To object to its restoration because of the existence of left-wing unions is foolish and unrealistic, to object to it as a threat to the peace is a confession of incompetence. We hold all the cards. We should know how to play them. The bearing of the German situation on American business is set forth clearly by M. S. Szymczak, Federal Reserve governor, who is serving as director of the division of economics of the military government in the American zone. Among other things he says that before the war, the Dutch sold large quantities of vegetables in Germany. Germany paid with steel and machinery. If that commerce could be restored it would make it unnecessary to draw upon scarce American food supplies to feed Germans.

PAUL WOOTON



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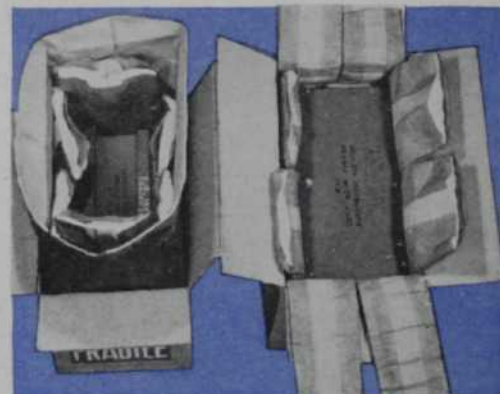
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SURFACE PROTECTION — Radio
Photo courtesy Stromberg-Carlson Co.



ABSORBENT PACKAGING — Drugs
Photo courtesy Angier Chemical Co.



FLOTATION PACKAGING — T-1 Bombsight
Photo courtesy AC Spark Plug Div., General Motors Corp.



BLOCKING AND BRACING — Model Locomotive
Photo courtesy Varney Scale Models Co.

Washington Scenes

AS the 80th Congress makes plans for going home, its members survey the results of their first piece of work under Republican leadership. The 1947 session opened with the reminder—what New Year doesn't?—that this would be a “year of decision.”

As the session approaches its end there emerges a feeling—tacit rather than expressed—that this has been a “year of education.”

If anyone had been so bold as to make such a prediction to the new legislator bustling into the Capitol on Jan. 3, strong for action but impatient of the contemplative virtues, the latter would have been, to put it mildly, exasperated. But the mood of January has little to do with the wisdom of July.

In the course of the intervening months, members of Congress had to learn that the pace of democracy in legislative action is characterized by majesty rather than mobility; and that deliberation is not synonymous with indolence. That it was easier to talk of the sovereign power of the legislative branch than to convert that body from the ingrained submissiveness of years into a new constructive independence.

Major Objectives

Fortunately, the wise leaders concentrated their program from the outset on three major objectives, the “Three R’s”—Reform of labor, Reduction of unnecessary expenditures and Reduction of taxes.

With a whole year of strikes behind them, it was natural that many should tackle one of the most delicate national problems in the mood of an open-shop crusade. But their education in the intricacies of the labor situation involved some surprising discoveries.

On the one hand, they found that some employers were not only in favor of having unions—and not company unions either—but also the maintenance of what had become a nightmarish term, the closed shop. It also developed that there was a less frightening but similar institution, the “union shop.” And some employers even preferred industry-wide to local agreements.

On the other hand, it was nice to hear that some workers, possibly a majority, wanted restrictive legislation to harness their union leaders.

At first, some notions had to be raised, examined, then debunked and finally discarded. The idea of compulsory arbitration went down early in the game as a little reasoning made clear

TRENDS



OF NATION'S BUSINESS

that this in effect meant fixing wages, a principle that could easily be extended to fixing prices. Next, the panacea of “labor courts” had its day on the Hill, as if the same period after World War I had not seen the rise and fall of the Kansas Industrial Court, a proposed cure-all of those days. But, as

the prospect of a new bureaucracy to administer regulation loomed, the students turned elsewhere for solutions.

It may be fairly said that, while “regulation” typified the early thinking on the labor question, “civil liberties” for both employers and employees received the greater emphasis. The final bill, whatever may be said for or against it, included a minimum of patent-medicines.

Control of the Purse

Congress has Damoclean power over the purse, or so it is said. The Executive goes to the Hill with its request for appropriations. A Republican Congress with a critical attitude toward expenditures could easily lop off unnecessary proposed items. It seemed that easy in January. It turned out to be as difficult as gaining access to the late President Roosevelt's papers.

For one thing, some unanticipated road blocks appeared in the path of economy. “Grants and benefits” kept popping up in the Government's budget, marked “mandatory.” This meant that these items are continuing “contractual obligations,” passed in some cases a decade ago, the work of preceding Congresses. For instance, the budget of the Federal Security Agency showed such continuing items as \$50,000,000 for “hospital and vocational activities,” and \$4,000,000 for the “training of nurses,” etc. These must be paid as legal obligations.

“Whether or not we feel that this appropriation is justified,” said Sen. Styles Bridges, chairman of the Appropriations Committee, about one item, “I do not see that I, as chairman of the Committee, can do anything except send it to the desk.”

As for the rest of the Executive's budget, it included some difficult undergrowth for the willing machetes of the committees. Bureaucrats do not exactly rush to cooperate in the task of liquidating their jobs and power; neither do generals and admirals.

The problem of tax reduction assumed aspects quite different from the enjoyable mission of winning friends among constituents by lightening

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ROYAL—World's No. 1 Typewriter

their internal revenue burdens. Should surpluses be devoted entirely to diminishing the colossal national debt? From the standpoint of increasing financial confidence, the suggestion had compelling merit—even if it came from the Democratic minority.

Taxes and Purchasing Power

On the other hand, would not tax reduction increase purchasing power and therefore business revenue? And would not the latter produce such surpluses that, as in the '20's, deep gashes in the debt would prove easy?

Members who insisted on the latter split. Some wanted to continue "soaking the rich," in a tax reduction program. Others preferred a straight tax cut "across the board." Harold Knutson, chairman of the House Ways and Means Committee, sought to remove the "soak the poor" label from the latter plan. In a statement which showed that the education of this leader, 30 years ago a wild-eyed radical from Minnesota, had proceeded far:

There is more at stake in this issue than relief for 44,000,000 hard-pressed taxpayers, or a reduction in the national debt, vital as both these steps are. The continuation of our system of private enterprise is involved. The quickest and surest way to kill that system is to continue government spending on the scale advocated by the Truman Administration and to continue the existing tax burden. So long as taxes remain as they are, there can be no incentive for anyone to risk money in new ventures and new business, which will make more jobs. Small business is under a great handicap. When taxes are taken into consideration, the returns are far too small by comparison with the risks involved. The field thus is left to the larger corporations and that makes for more and bigger monopolies.

Education of Congress, education of the Executive, too. Harry Truman today still retains much of the disarming humility before great problems which he showed the very first day he entered the White House. But as much cannot always be said of the "we-know-better" wing of the Palace Guard, a left-over from the preceding regime. So, "as the twig is bent . . ."

Lessons in Finance

The Administration received some salutary lessons in the course of the current session. Mr. Truman forecast a \$2,293,000,000 deficit for the fiscal year ending July 1, 1947, in his budget message late in January.

But after the March income tax returns were totaled, the President owned up that he had been wrong. Instead of a \$2,000,000,000 deficit, he estimated in April that revenue would be \$2,000,000,000 greater and expenditures \$1,000,000,000 less—making a surplus for the first time in many

years, in the amount of about \$1,250,000,000.

John Hanes, former under secretary of the Treasury, then made a statement setting the probable surplus even higher—between \$3,000,000,000 and \$4,000,000,000. He asked for tax reductions. And so did even Chester Bowles.

Therefore, it should have been no surprise to see Secretary of the Treasury Snyder later alter the previous unyielding attitude of the Administration on the matter of tax reduction. He not only gave his blessing to the Republican proposal for a general revision of the federal tax laws, but also conceded that "a period of tax reduction is approaching."

Cooperation in Practice

Now it is no use picturing the President and Congress as a troop of Boy Scouts. There have been times in the past months when it seemed that much dirty football was being played and that the labor reform, not to mention other measures, was due for some cagey punting. But somewhere in all this a whistle was blown.

The fact is that both Executive and Legislature fear the accusation of "playing politics" more than ever before.

When Mr. Truman signed the Portal-to-Portal Act, many observers believed that it was in part because he feared public reaction, on the score of catering to the "labor vote" if he vetoed it. The same control has worked on the Hill.

The fact is, also, that both branches of the Government feel that they must cooperate as much as possible for the good of the nation's business. If they do not, they fear that they'll lose their jobs because workers' jobs will be jeopardized. It's refreshing that the old picture—the policy of entrenching government jobs because of unemployment—has been reversed.

One of the top Republican leaders expressed the new spirit very well in an off-the-record conversation, in the last stages of the joint House-Senate conference on the labor bill.

He emphasized that the bill might well prove a "dud"; that, even if a very good labor reform was passed, some big strike might occur which no legislation could stop, although such a possibility seemed unlikely. But, if such a strike should occur, then he and Congress would be blamed, he thought.

"Nevertheless," he remarked, "we must go through with this bill. Whatever the political risks, we simply have to do everything possible to prevent further serious labor trouble."

FRANK C. HANIGHEN



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They got more work. Newton used his room as a "private office" where he planned his next day's calls and did other work without interruption.



They didn't lose any of his productive daytime hours. While Newton slept, he was on his way to his next call.



They had a better representative. When Newton stepped off the train, right in the heart of Cleveland, he was rested, shaved, and rarin' to go!

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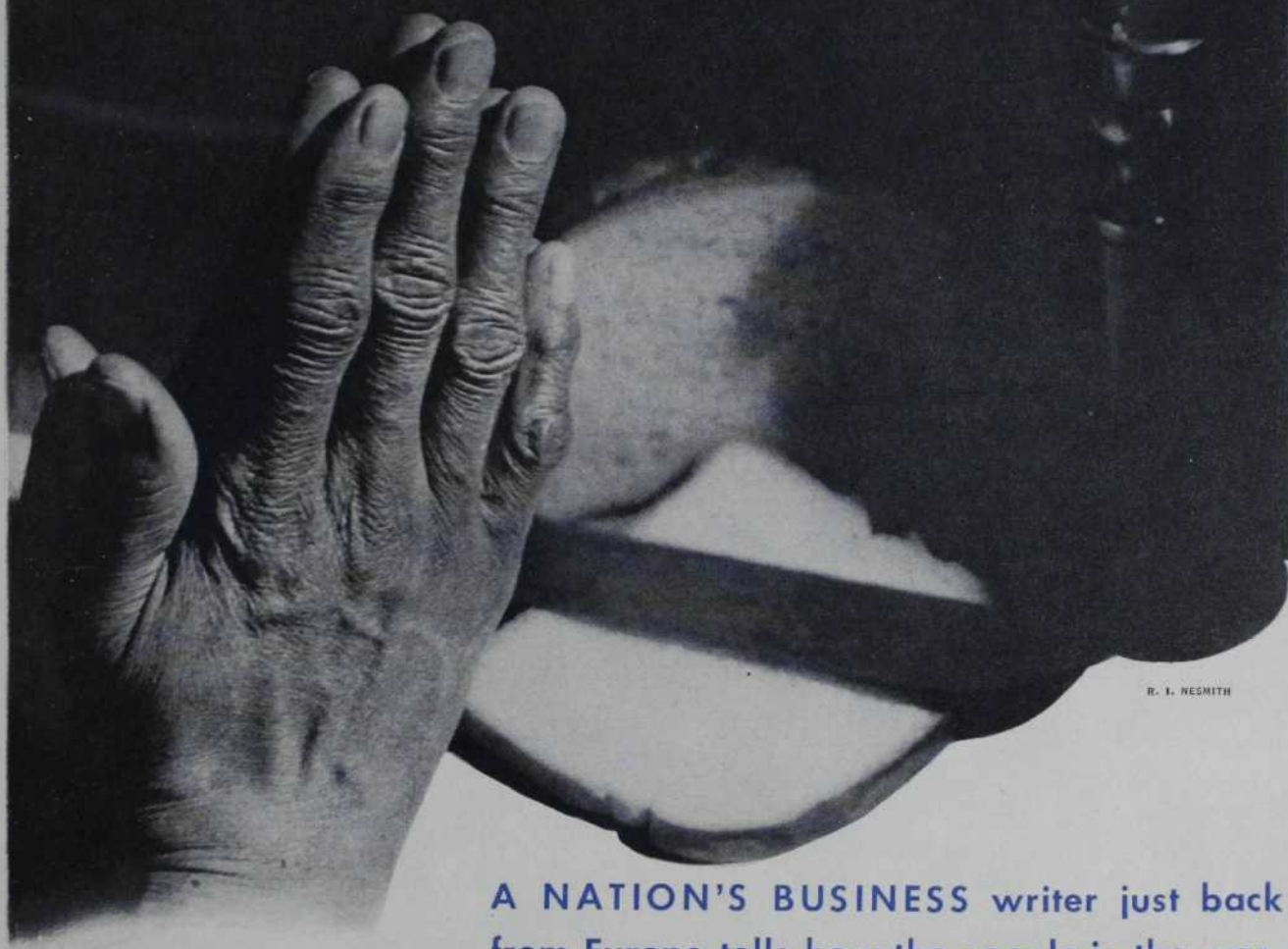


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WHAT WESTERN EUROPE THINKS OF US

By FELIX MORLEY



R. I. WESMITH

A NATION'S BUSINESS writer just back from Europe tells how the people in the war-torn countries interpret our foreign policies

RETURNING recently from a visit to England, France and Switzerland it was necessary for me to go, almost without a pause, to a small town in central Indiana. Some mental adjustment was involved in the transition.

"Have a hot biscuit," my mid-western hostess said to me at breakfast, as the neat maid temptingly extended a loaded platter. With my tongue impeded by scrambled eggs and cornfed bacon I pointed to the one already resting beside an oozing slab of butter on my side plate.

"But you've let it get cold," protested hospitable Mrs. X. "Take

it away, Mary, so Mr. Morley can have room on his plate. And bring him some fresh butter."

Full of coffee and contentment, my mind went back to another breakfast table at which I had sat, with old friends in London, only a week before. "We have a real treat this morning," hospitable Mrs. Y had then observed:

"A fresh egg each—and I think we might dare to use the toaster long enough to get the sogginess out of this war bread. I'm sorry the shops don't have any margarine now."

We walked from breakfast, in central Indiana, to the long living room where, pale in the morning sunshine, four electric lights were aimlessly burning. "There's a little snap in the air," my host commented. "You'd better have a fire."

"But we have that appointment in 15 minutes," I reminded him. "It's not worth while to burn those big logs when there's only time to smoke a cigarette."

"Oh, I think it's cheerful," said Mr. X, stooping with lighted match. "By the way, do you have this gadget in your fireplaces? Our natural

gas comes in through this pipe, right under the logs. So they catch fire quickly; see?"

Again my mind went back to the even more beautiful, but much darker, living room in the early Eighteenth Century house on the Thames Embankment.

"I think you had better stay here by the hearth until you have to go out," Mrs. Y had advised. "The rain makes it chilly this morning and, since the bombing up the street, we've never been able to shut those windows properly. But there's still some warmth from the fire we had last night. Did I tell you that those nice oak logs were sent us parcel post by a friend in Scotland? He's promised to let me have two more before the end of the month."

Austerity and abundance

SO great is the contrast, between European austerity and American abundance, that the trans-Atlantic traveler naturally seeks information on two points. First, do people on the other side actually realize how great these differences

are? Second, if they have that realization what conclusions do they draw from it?

My trip afforded unusual opportunity to ask these questions. It took me to only three countries, not counting the brief stop in Ireland on the flight across. But a purpose of the journey was to attend a conference in Switzerland which drew representatives of liberal thought from all European countries except those in which liberalism is proscribed. Present were economists and historians from Germany, Italy, France, Scandinavia, the Low Countries and Switzerland, to say nothing of the British spokesmen. These men undoubtedly have a far better understanding of America than most Americans possess of postwar Europe.

Among Europeans of this type there is one practically universal conclusion. Reached unemotionally and based on economic thinking, it is that, for years to come, the United States will have to finance western Europe on a scale which has by no means reached its maxi-

mum—and for the preservation of American capitalism rather than for humanitarian reasons.

This argument assumes that there can be no real economic recovery in western Europe as long as Germany, which is the industrial and economic heart of that continent, remains prostrate. It is further assumed that both Russia and the United States want Germany to be permanently ruined—the Russians because this condition will encourage the growth of communism, the Americans for various reasons which are not complimentary either to our collective intelligence or to our morality. If one protests that Americans as a whole have no ill will to any people, and that many of us are indeed proud of the German element in our national composition, the answer is always the same:

"Was not the Truman Administration, working with Stalin, primarily responsible for the Potsdam Agreement, under which German recovery is impossible and that of western Europe scarcely less so?"

The assumption that Europe is



IN RATIONED EUROPE few persons realize there is ample food in America

dying because the German heart is ceasing to beat is virtually universal among intelligent Europeans with an international outlook. But this conclusion leads to less personal apprehension than one might expect. The explanation is the anticipation that the United States will continue to pour money into western Europe, partly to offset the progress of communism and partly to bolster our own economy. That is what the "Truman Doctrine" means to Europeans and they regard it as the natural, and indeed essential, counterpart of the Potsdam Agreement. As an English economist summarized it to me:

"If your Government doesn't want Germany to recover, and also doesn't want western Europe to go Communist, of course your only alternative is to subsidize us permanently."

Suggestion that the American taxpayer may find the Truman Doctrine too onerous for his political support was always brushed off, and with a good deal of logic.

"If wheat goes to a dollar a

bushel and your farm values collapse," a French editor told me, "your next Republican Presidential candidate will find much merit in the Truman Doctrine."

Frequently I heard the same thought applied to our whole economic picture.

Foreign or domestic relief

THUS it is argued that, if a serious depression with severe unemployment is in store for the United States, there will be no serious opposition to wholesale federal relief, whether doles or made work, for those without jobs through no fault of their own.

"But," I was told, "your people will soon see the advantage of keeping your factories running on exports to Europe. Even if we buy those exports with credits which will never be repaid, your people will be better off than if the factories close and the same amount of money is paid out by the taxpayers in unemployment doles."

In reply to a direct question, I was forced to admit that a credit

to a foreign government, even though bankrupt, looks better on a financial statement than an appropriation for WPA.

So western Europeans who understand the United States, and they are numerous, are confident that this country, in its own interest rather than from motives of charity, will not let many of them actually starve. On the other hand, a different attitude is found among those who have no direct contact with Americans, and no friends in this country to send them food or other relief regularly. These people simply do not realize that their living conditions are much more dismal than those in the United States. Their ignorance, together with the acuteness of those who think that America must feed Europe, combines to give the western part of that Continent more confidence in its future than one might think justified.

A French Communist with whom I talked at length in Paris—a highly intelligent man—refused absolutely to believe that American

(Continued on page 85)

NEISEL FROM MONKMEYER

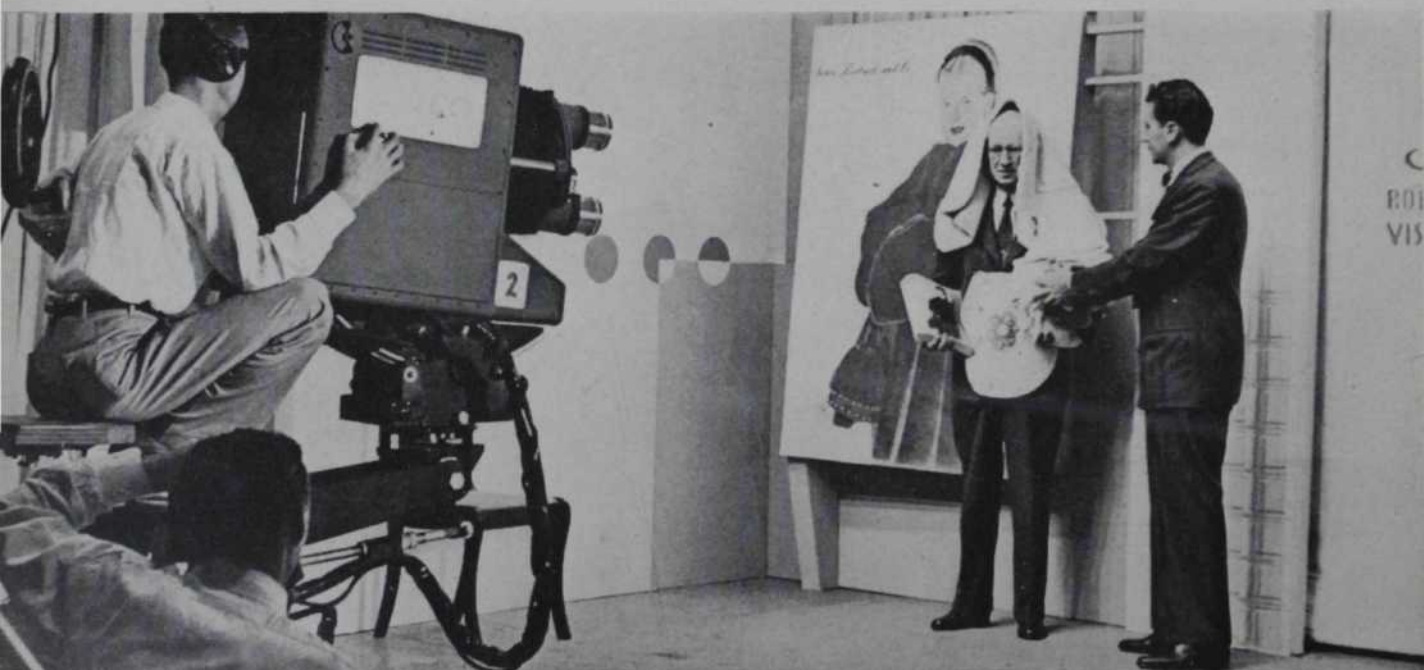


IN THE U. S. A. one needs only money to buy eggs, butter, milk or meat



The television quiz show, with set owners participating, seems to be here to stay

Nickelodeon Days



A lucky winner displays his loot for the benefit of the great unseen audience



When all games are televised, signboard advertising may have to be removed

NBC PHOTO

of Television

By PHILIP GUSTAFSON

THERE is something about television that makes starry-eyed dreamers of even its most hard-boiled impresarios. They let their imaginations paint its stage with productions of glittering opera, scintillating drama, great choral assemblages and international forums. They visualize studios the size of movie lots. They think in terms of an Easter extravaganza at Radio City Music Hall. Yet the stage of television today more often looks suspiciously like amateur night on the old Keith circuit.

As both dealers and manufacturers have things figured out, the boom that television has been talking about for the past eight years is here at last. A music store proprietor in New York City reports the demand for television receiving sets is the greatest he has ever experienced for any article of merchandise. A thousand sets released recently in Los Angeles were said to have been snapped up in 48

hours. Dealers anywhere between these two cities where there is telecasting say they have backlogs of six months' to a year's orders. Television, in the opinion of musical and electrical dealers in these territories, is something the average American family has just about decided it can't do without.

Set-makers are estimating a 1947 output exceeding 500,000—valued at more than \$100,000,000—with at least 1,500,000 sets anticipated for 1948. This in spite of the fact that receivers are selling for between \$200 and \$2,500, with an average-to-good one around \$500. The industry has been buzzing with plans for expanded production ever since the FCC's decision last March giving the green light to black-and-white transmission and turning thumbs down on Columbia's petition for color.

Though only about a dozen stations are operating, industry reporters list something like 60 in the

works. These will bring wireless sound pictures in the immediate future, says *Television Magazine*, to a third of the nation's population, with 37 cities, 25 states and the District of Columbia represented. This is only the first step, any good television crystal gazer will tell you, toward surpassing radio's 35,000,000 sets and its \$500,000,000 advertising billing.

Television today, someone has said, is like a sweet young thing engaged to marry a multimillionaire but who lacks the ready cash to buy herself a trousseau. While between 25 and 50 national advertisers are nibbling on experimental contracts, today's 50,000 receivers and their owners aren't much of a public. Half of these are within a 50 mile radius of New York's three stations. Los Angeles has two stations; Washington, Philadelphia, Schenectady, Chicago, Detroit and St. Louis one each. That's all!

Networks are no more than a

gleam in a broadcaster's eye and the radio industry—with \$25,000,—000 reputedly sunk in the kitty—declares it is economic suicide to go into expensive production right now. As a result, the programs coming out of television's studios at present are reminiscent of "The Great Train Robbery" stage of movie progress.

Feuds hamper progress

PROGRAM-WISE, television suffers from growing pains that would kill anything but a hardened war-waif bred in starvation. It groans from lack of space, shortages of equipment, a scarcity of trained writers, actors and programmers. It has a backwoods full of feuds provoked by rivals.

So far it's a man's world in the program department, with sports and news events hogging the average station's 20 hour-a-week show-bill. New Yorkers get some good one-act dramas and vaudeville. Everybody gets quiz shows and educational programs. Speakers and films fill in programless hours. But for the rest, stations are experimenting to find the ideal television "formats," and the man who cracked, "There's nothing wrong with television that money won't cure," had these particularly in mind.

Small wonder that television's "low-budget" favorites sometimes

impress the average audiences as a collection of charades, gimmick shows and audience participation clambakes where the whole thing is likely to break up with everybody playing musical chairs.

One of its veteran showmen anticipates television studios as big as movie lots. His productions are being put on now in a studio measuring 30 by 50 feet. This is NBC's famous Studio 3-H, a sort of manager of television, where dramas and everything else that originates in the studio is staged. This has been all the space the network's "mark time" budget would allow. For one recent variety show, 12 separate stage sets were shoe-horned into this tiny space with a network of television cameras, lighting fixtures, microphone cranes and communications wires intertwined like dense jungle in the South Pacific.

Much of the camera and other equipment dates back before the war. So hard are cameras to get that crews televising a recent dog show at Madison Square Garden had to keep on the run most of the time between the judging events on various floor levels.

One music-minded producer sees television sending out grand opera to chains of low-priced theaters. At the moment, when he has singers on his programs, they do their stuff to the accompaniment of phonograph records. This is because

James Petrillo, president of the American Federation of Musicians, took one look at this ragamuffin of show business and declaimed:

"None of my people will work for television."

As a result, everything is canned music. Many a singer, unable to synchronize with the phonograph, can be seen quite plainly mouthing the words. A recent skating exhibition was picked up from Madison Square Garden by CBS cameras but the Garden's music had to be cut out. The skater pirouetted to the accompaniment of a dull historical commentary from the studio.

Old films utilized

FILM is to television what records were to radio in its time-killing days. But what film! Most of the major movie studios refuse to release anything to television less than ten to 15 years old and the costumes are so outdated that most of the oldies are useless. As a result, programmers have to confine themselves to Westerns, with most of the film footage consisting of cowboy and rustler sequences.

Actors who didn't eat much were popular in early television, according to one observer. Things are slightly better today, but a healthy appetite is still a liability. For this reason animals, especially those which get their food free at

(Continued on page 73)



A glimpse of this year's National Sportsmen's Show as picked up by television



Will Retirement Be a Bore to You?

By HERBERT COREY

YOU can't avoid growing old but you
can keep yourself younger and happier
by preparing for your retirement

A HAPPY man is building a boat down on the Maryland Eastern Shore. It will be 50 feet over-all, sturdy as a Conestoga wagon, and able to buck the heavy weather out where the big fish live.

He is building it for the sheer fun of it. But it has been sold on the strength of the blueprints and the builder's past performance. He has built other boats. He is not planning, however, to compete with other small-boat builders.

He is merely having the time of his life—for he is a retired business man.

About the time he became a multiple grandfather he decided to quit work and do what he wanted to do. Some of his friends thought he had slipped his mental tether. There were years of good, hard work left in his tough carcass. He replied that if he kept plugging he might be able to run his blood pressure up to 200. He was going to quit work—writing advertising and trying to dig his clients out of the mental ruins in which they lived—while he was still able to play.

So he sold his advertising agency and became a kind of business outcast.

Many business men honestly believe they should go on battling with the innumerable and infernal annoyances of life in harness until they literally cannot take it any more. Without putting it into words, each hopes that a "stroke" at his desk may save him from that inevitable day when he will get an engraved gold watch, a set of engrossed resolutions and the key to the fields.

On good authority it may be stated that this is all wrong.

Except that for some men it may be all right. The one unshakable fact in considering this retirement business is that there is no positive rule.

In Chicago a centenarian is actively managing his store. He is not only on the floor every day, but he is the snappiest dresser in Chicago's commercial community and one of the leaders in his line. He would not retire because he is having fun every day.

In Kansas City there is—or was not long ago—the head of an insurance agency who fought the longest bare-knuckle fight in the history of American pugilism. The fight took place on bare boards in a sleet storm. Both men were

Idleness invariably results in both deterioration and boredom

blinded. He won in the seventy-seventh round because he landed the last blow and both men went down and neither could get up, but under the old Marquis of Queensberry rules that last wallop won the fight.

There are thousands of such exceptions to the retirement rule in American business. Perhaps they are survivals from an older and tougher age. No statistics are available, but it is fairly certain that those who hang on are in control of their businesses. No one can put them out. Nowadays many of the larger corporations retire their aging employees on pensions when they reach 65. The corporations wish to make the last years of their faithful employees solvent and carefree.

Most of those who have been retired on part-pay would have preferred to hold their jobs. From the nature of the cases no evidence can be offered but, unless the



Had he slipped his mental tether?

prophesying complications, but it is astonishing how much trouble an older man can get into when he has nothing to do. Retired men and women are the natural and ordained prey of men who guarantee ten per cent on something or other. That Florida bust of 15 or 20 years ago was said at the time to have been financed largely by men who did not know the difference between a mandrake and a man-grove. A man who has been busy all his life is distressed by idleness.

Plans for retirement

WHAT plans shall he make?

"Your question is an intriguing one," wrote Dr. Louis I. Dublin, second vice president and statistician of the Metropolitan Life Insurance Company.

Dr. Dublin is known the world over for his studies into the reasons why of humanity.

"It is almost impossible to provide an answer which would apply to all individuals," he said. "The plans should vary with the tastes, training, background and financial resources of the man. There are, however, a few general considerations which I would say have a broad application. I cannot imagine anyone after an active business career being happy doing nothing. Sheer idleness invariably results in deterioration and boredom."

A conversation overheard on a bus offered proof of that statement the day Dr. Dublin's letter arrived. Both men were overweight, wore \$150 suits, and were shaved right down to the scantling. One remarked he had been pretty miserable ever since he had sold out. He had money enough now so he "need never turn over a hand as long as I live," and "Momma and the girls are well provided for, even if the girls do not

marry." But he had nothing to do.

"I just sit around, or maybe go to a movie," he continued. "I never used to have to go to movies."

But he had worked out a plan to beat the boredom, and he was quite willing to let his friend in on it.

"It'll keep me busy, see?" he explained. "Put me back on my toes."

He proposed to organize a small loan company to which a person who needed money badly and had a good reputation but no assets, could come for help. Something, he said, had to be done for people like that. He did not expect to make anything out of it.

"May take maybe a thousand a year just for expenses. What say, Jake?" he asked. "You haven't anything more to do than I have."

Jake was asking questions when they got off the bus. It looked as though Jake was sold on the idea. The promoter knew an old retired bookkeeper who would be just the man for office manager.

"He's got as much on the ball as he ever had," he had asserted. "He can smell anything wrong in the books when he comes through the door."

That story would please Dr. Dublin. He had added in his letter:

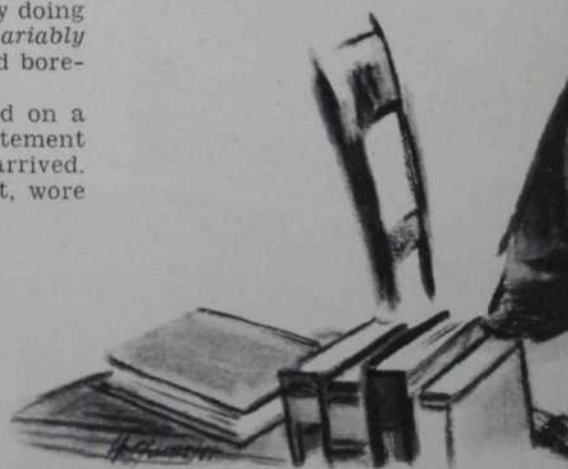
"One might choose a field in which he has special interests and the nearer they are to human interests, the better. That is a sure way to avoid stagnation. I have often thought that there is a great deal of wisdom and skill among retired business men which could be channeled into useful ends in social work. Others would find com-



Some men are young at 65

ousted man has made plans for the idle years ahead, it is certain he would rather stay at his desk. The omnibus rule, of course, is not to be broken. If an exception were permitted in favor of one man, others would claim the same exemption when their time comes, and the retirement plan would go up like smoke. It may be argued that all of us should make plans for our retired years while still young enough to get fun out of making the plans.

No one wants to go about



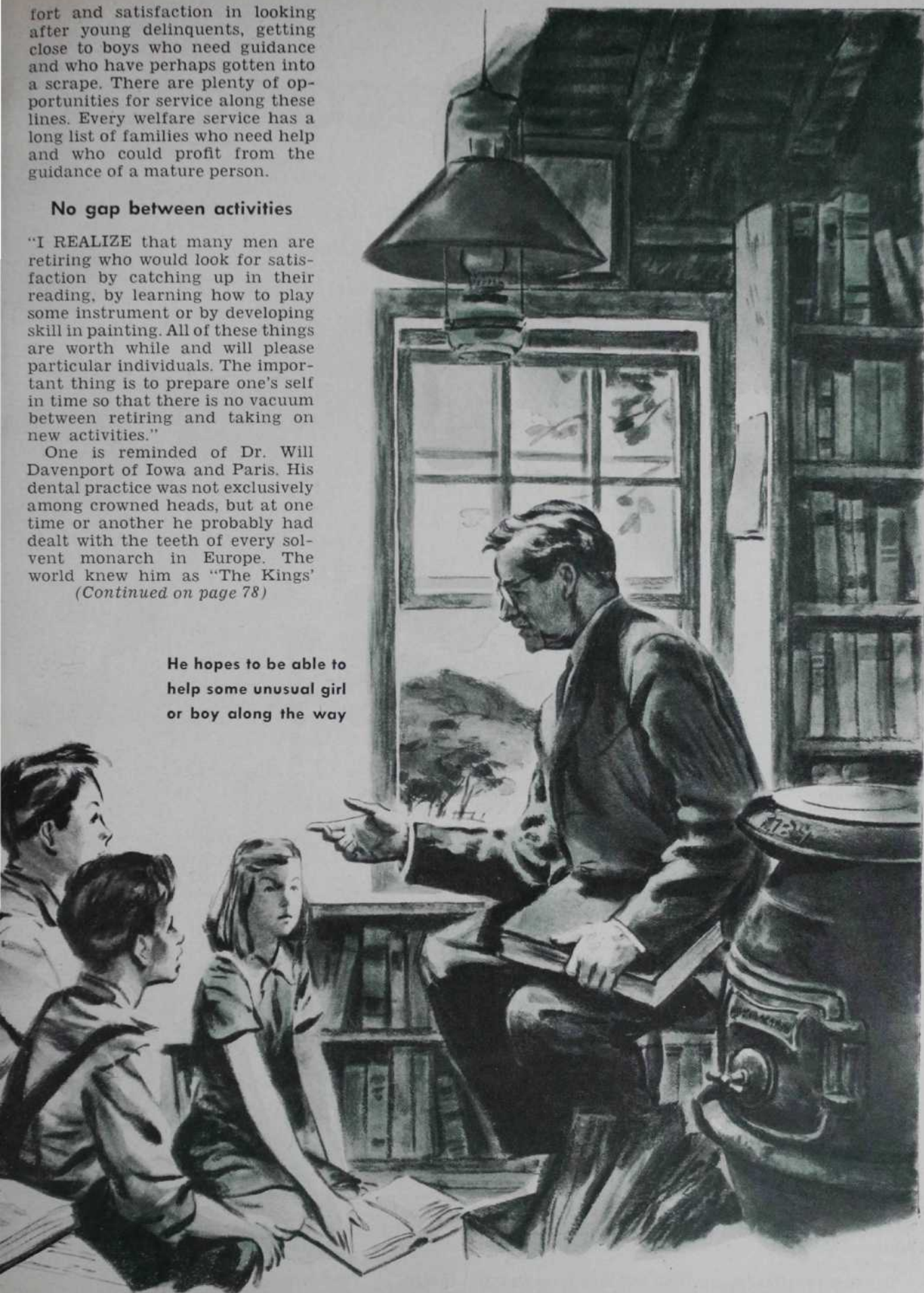
fort and satisfaction in looking after young delinquents, getting close to boys who need guidance and who have perhaps gotten into a scrape. There are plenty of opportunities for service along these lines. Every welfare service has a long list of families who need help and who could profit from the guidance of a mature person.

No gap between activities

"I REALIZE that many men are retiring who would look for satisfaction by catching up in their reading, by learning how to play some instrument or by developing skill in painting. All of these things are worth while and will please particular individuals. The important thing is to prepare one's self in time so that there is no vacuum between retiring and taking on new activities."

One is reminded of Dr. Will Davenport of Iowa and Paris. His dental practice was not exclusively among crowned heads, but at one time or another he probably had dealt with the teeth of every solvent monarch in Europe. The world knew him as "The Kings'"
(Continued on page 78)

He hopes to be able to help some unusual girl or boy along the way



Our Geo-economic

TWO GREAT POWERS—one using the tools of peace, and the other the weapons of force—rally all nations for a test to determine the future pattern of the world

ONLY the naive will fail to realize that aid to Greece and Turkey is merely another move to strengthen our country's established position in world affairs. It is not a policy whipped up overnight. Back of it are ideas to which this country has been committed for years. The present action is merely an extension of a point of view that is coming into conflict with another point of view.

The Soviet Union, with its goal of world rule, challenges the United States' effort to defend its rights and ideas.

Stalin, like Hitler before him, classifies the expansion of empire as the science of "geopolitics." We call what we are doing wise statesmanship, but it is geopolitics whose technique differs from that of the Soviet Union.

Geopolitics is too new a word for many dictionaries. Literally translated it is "world politics" and means "the study of space, time and power as affecting the relations between nations"—world politics in three dimensions.

Rugged Americans will take vigorous exception to the theory that the United States became what it is merely because it lies between the Great Lakes and the Rio Grande. Loyal Communists, convinced that their present and departed leaders planned it that way, are equally chary in giving nature credit for Russian success.

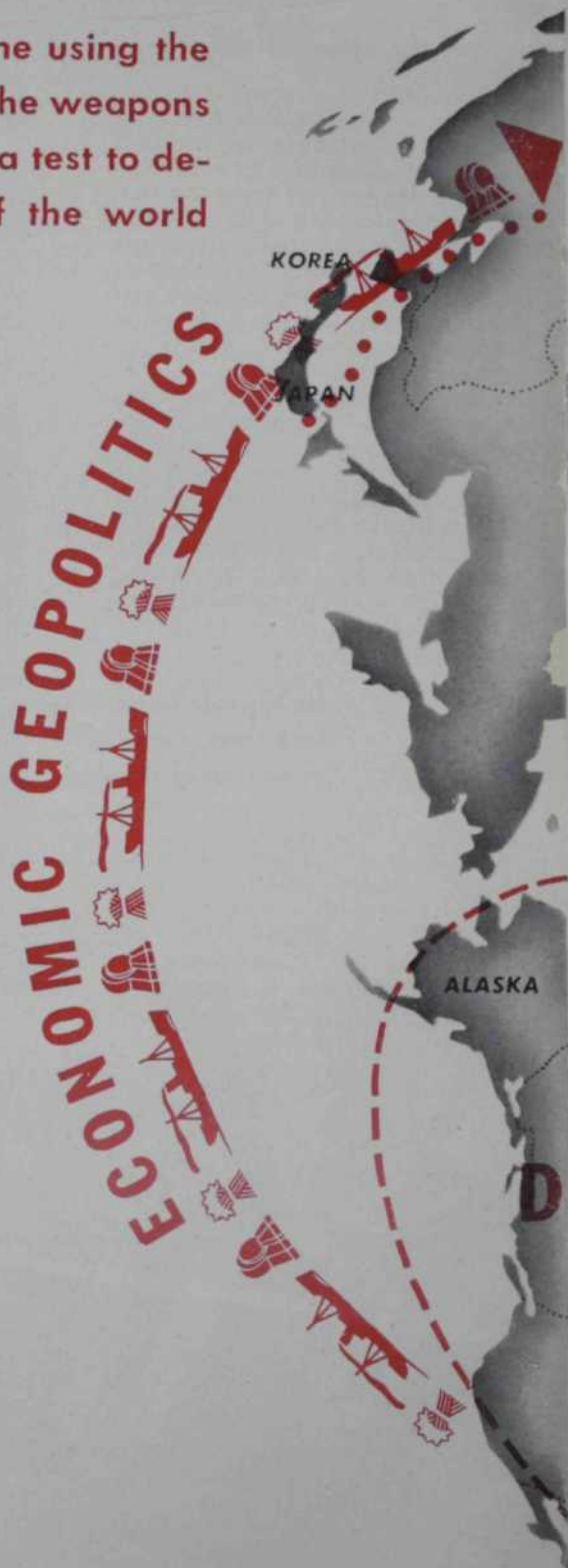
However, the geopoliticians do admit that natural resources, skilled techniques, individual productivity and social development are important adjuncts to location. But they also add that location is the controlling factor in developing these adjuncts to highest efficiency.

As long ago as 1846, William Gilpin, soldier, sailor and big landowner, was in Washington arguing that civilization, through the ages, had followed the 40th parallel of latitude north of the equator. Frederick List, expelled from office in Germany for his advanced ideas, and later an officeholder in the United States, voiced the same theory, as did Baron Alexander Von Humboldt, the explorer. Gilpin proposed a railroad along this parallel, linking the world's principal cities, detouring to cross Bering Strait on barges, and promoting peace and ending wars through easy communication and better understanding.

The best known modern exponent of the doctrine, however, was the late Sir Halford J. Mackinder, whose appeal, outside of scholastic circles, is due almost entirely to one catchy paragraph in his many writings. As easy as a sales slogan to grasp, it is:

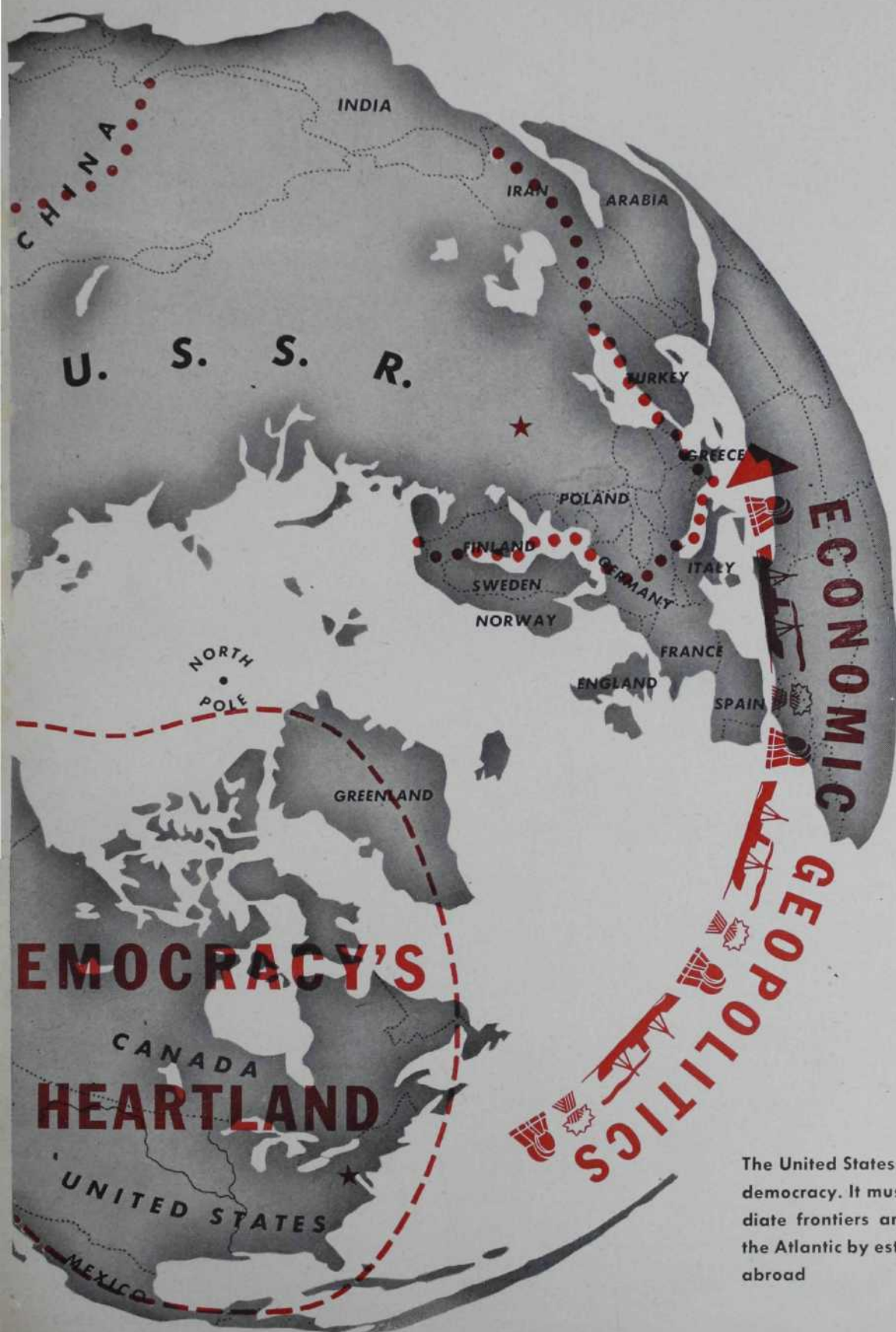
"Who rules Eastern Europe commands the *Heartland* (England). Who rules the *Heartland* commands the *World-Island* (Europe). Who rules the *World-Island* commands the world."

The first practical application by Mackinder was that the



Beachheads

By JUNIUS B. WOOD



The United States is the heartland of democracy. It must protect its immediate frontiers and must safeguard the Atlantic by establishing alliances abroad



ОВДЕ НЕ МОЖТЕ
ОВО ЈЕ НАША
БАЗА



ПАЛЕРМО

ПРИЈАТАН РОМШИЛУК! МОГЛИ БИ
СМО ОВДЕ ДА СЕ БАЗИРАМО



ШПАНИЈА

О! ИЗВОЛИТЕ, ИНАЧЕ
СМО СЕ ОВДЕ СВИ БАЗИРАЛИ



СЕВЕРНА АФРИКА

КАКВА ЧАСТ! ПОДЕ-
ЛИЋЕМО ПРИЈАТЕЉСКИ КАО
И СВЕ ОСТАЛО



СЕЛАМ, ГАЗДА!
ПА СВРАТИТЕ У БАЗУ!



ШТЕТА ШТО ЈЕ ОВАКО
ПРОПАЛА! АЛИ БИЋЕ
ДОБРА БАЗА



ИСЛАНД

МОРАЋЕМО
ДА ТРАЖИМО
НОВУ БАЗУ



УХ! ОВДЕ НИКАКО ДА
СЕ БАЗИРАМО!

ЗАПАДНА
ДЕМОКРАТИЈА



- СВЕГА 432 ВОЈНЕ БАЗЕ
- ВИДИ МОЖДА ИМА ЈОШ
НЕКО СПОБОД-
НО МЕСТО



- НАПИПАО САМ
АТЛАНТИДУ!
ОДЛИЧНО!
ЈОШ ЈЕДНА
НОВА БАЗА!



- Е... МАЛИ, ИЗВОЛИ У
БАЗУ

САВЕТ

◀ This is the way the magazine *Porcupine*, published by "liberals" in Yugoslavia and printed in Serbian, views the acquisition of outlying bases by the United States and Britain. From left to right, top to bottom: Uncle Sam finds Palermo pleasant and would like a base there . . . Franco bids Uncle Sam welcome and says, "Everybody is based here anyway" . . . French North Africa is honored to share a base with the U. S. . . . Turkey's greeting is, "Sa-laam, boss, drop into the base" . . . Uncle Sam and John Bull, riding German industry, are lamenting, "What a pity it has gone; it was a good base" . . . In Iceland, the penguins eye U. S. ships and planes and conclude they'll have to move out . . . In Trieste Uncle Sam and John Bull decide they can't have a base there . . . Though there are now 432 military bases, base-hungry powers still look for a vacant spot . . . A diver reports he has just found Atlantis. "Excellent," says Uncle Sam, "One more base!" . . . Finally, western democracies invite a small peaceful nation into their fold, a prison

United Kingdom through the domination of Europe with sea power could control the world. Until 1914, this plan envisioned cooperation with German land power and, after that, with Russia. The United States, which had not yet shown its military might in the world arena, was dismissed as too insignificant for consideration.

Mackinder spoke at the Versailles peace conference. Most statesmen paid little attention, but Karl Haushofer, of Munich, was impressed. Haushofer, a general on the Reichswehr higher staff and a professor for German big business, made Hitler a geopolitics fan. Although too erratic to stick long to any one doctrine, the Fuehrer established a university for geopolitics in Kiel. It taught that Germany and Russia would rule the world from the Rhine to the Yangtze, while Japan would co-

operate by ruling the rest of the Orient. The United States would be taken care of as the final step. The war started on this theory but Hitler forgot his lessons and invaded the Soviet Union.

There, too, the doctrine of geopolitics had been taken seriously and a school—the Academy for the Study of World Economics and Politics—had been established. Formerly these studies were only a course in the Far Eastern University in Moscow.

Meanwhile, world events had made Mackinder's original theory obsolete. Advances in communications and transportation had made the world a more closely knit unit. Little of the world remained inaccessible and few of its billions of inhabitants remained uninformed. Airpower had supplanted, or at least supplemented, sea power, changing the world's routes of attack and areas of first defense.

World War II eliminated Germany and Japan as great powers, and prostrated Italy. Colonial revolt has been added to France's

customary unrest at home. Vast China with its unlimited resources and undeveloped economy has been war-torn for half a century. A dozen small nations have been absorbed as satellites of the Soviet Union.

Of the great powers of a decade ago, only three—the United States, Great Britain and Russia—remain.

Weighing these changes in the scales of geopolitical doctrine, Sir Halford mapped a new division of the world in 1947 just before he died last March 7, three weeks after his 86th birthday.

In this division, which he called a "balanced globe of human beings," he visioned a billion persons under a European heartland and another happy, as he saw it, billion under an Oriental heartland of China and India. War migration of Soviet industry to east of the Urals and air transport over the Arctic placed the European heartland near the Lena River in Siberia. The "world island" controlled by this heartland would

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ERRARE TRUMANUM EST

Труман је тражио од сената 400,000.000 долара
моћ грчким монархофашистима у борби против
марода.



— Мислим да вам је ова сума довољна да се наоружате против Демократске армије.
— Била би нам доста када ми не бисмо морали и њих да наоружавамо.

"To err is Truman" is the *Porcupine's* version of the old Latin expression, "To err is human." The President is shown here as asking the Senate for \$400,000,000 to aid Greek "monarchofascists"

What It's Like to Work

A GALLUP poll canvasser went up to a home in a modest suburb of Washington, D. C. He identified himself to the man who answered his knock and began to question him about what he thought of President Truman and his policies.

The man shied away:

"I'm sorry," he explained, "I can't answer your questions; you see, I'm a government employe and it would be against the rules for me to say anything, good or bad, about the President."

No amount of argument could convince the man that his answers would violate no government regulation. His reticence, of course, was absurd—he had nothing whatever to fear by answering the Gallup questions—but, on the other hand, his attitude was symptomatic of the supercautious behavior of the average federal employe on public questions.

This particular employe displayed the same sort of peculiar half-fear that last year kept his co-workers from the polls in droves in an unofficial vote on suffrage in the District of Columbia. It explains why many a federal employe won't even sign a petition on daylight saving time; why it's difficult to get a civil service employe to make an interesting speech. Afraid of doing or saying something that will involve him in a controversy that would threaten his job, he frequently goes to the other extreme.

This apprehension isn't merely a state of mind. It's based on this cold fact—the individual freedom of the 1,900,000 federal workers is far more restricted than that of any other group in the nation.



The average federal worker looks like any employe of private industry. A composite picture shows him to be a married man of about 40, a war veteran who has a high school education. He's paid \$51 a week for doing a clerical job, and he'll stay in the federal service no longer than two years. The odds are heavily against his making more than a bare living as only six per cent of the government people are paid between \$5,000 and \$10,000, and only a fraction of one per cent are in the top \$10,000 bracket.

The employes of a business in your city might well fit into this same pattern. But the similarity between private and federal employes ends there. The federal employe acts differently. He must be careful what he says, what organizations he joins, and with whom he associates.

Briefly, the Government, which lays down all



Uncle Sam does not fool with strikers—It's out you go

Making a political speech also can get one discharged quickly



for Uncle Sam

By JERRY KLUTTZ

DEMOCRACY, as the text books describe the word, is a misnomer to the 1,900,000 U. S. employees. Fear of losing their positions has made them emotionally gun-shy

sorts of laws, rules, and regulations for the benefit of private employes, doesn't always practice what it preaches with its own personnel. These are among the outstanding differences between the two groups of workers:

Strike: The Wagner Act protects the private employe who strikes. The pay of a government worker stops the moment he strikes. It's needless to add that he's fired, and also, that strikes of government employes are rare.

But the Government didn't wait for a paralyzing round of strikes of its employes before it cracked down. Every President for years has denounced strikes against the Government as "intolerable and unthinkable," but even so, there was no outright prohibition against them. Then, a year ago, at its Atlantic City convention, the United Public Work-

ers of America (C.I.O.), a union which claims 100,000 members in federal, state, county, and city governments, adopted a constitution which opened the door to strikes against these governments.

Immediately, Congress swung into action. A rider drafted jointly by Sen. Joseph H. Ball of Minnesota and Sen. Richard B. Russell of Georgia was nailed onto all appropriation bills. It forbade the payment of salary to any federal employe who strikes, or who even belongs to an organization that advocates the right to strike against the Government. To save its members from possible firings, the U.P.W.A. quickly adopted a flat no-strike policy against the federal Government, but it has conducted a number of strikes against other governments.

The Ball-Russell strike rider was tested last fall and found to have sharp teeth. A group of employes of the Inland Waterways Corporation, the Government-owned and operated Mississippi River barge line, walked off their jobs. The 18 strike leaders immediately were fired.

Collective Bargaining: Here again the Wagner Act protects the private employe who organizes and bargains with his employer. But, outside the TVA and Inland Waterways, which have modified bargaining with their employes, there is no such thing in Government as collective bargaining. Further, every attempt to bring it about has been quickly smashed.

Both the A.F.L. and C.I.O. are continuing to press for the right to bargain collectively for federal



The federal worker enjoys one advantage: 26 days' vacation

One mistake in public service can bring a storm of abuse



workers, but always, their leaders are reminded of the words of labor's great friend, Franklin D. Roosevelt, who once wrote while he was President:

"All government employees should realize that the process of collective bargaining, as usually understood, cannot be transplanted into the public service. It has its distinct and insurmountable limitations when applied to public personnel and management. The very nature and purposes of Government makes it impossible for administrative officials to represent fully or to bind the employer in mutual discussions with government employee organizations. The employer is the whole people, who speak by means of laws enacted by their representatives in Congress. Accordingly, administrative officials and employees alike are governed and guided, and in many instances restricted, by laws which establish policies, procedures, or rules in personnel matters."

Unions: Because they do not hold the collective bargaining and strike weapons, unions of federal employees must necessarily conduct themselves differently from organizations of private employees. But, like industry, union leadership in Government ranges from the far left, to the right, the position occupied by the conservative and independent National Federation of Federal Employees, an old, large, and influential union.

The U.P.W.A. has staged marches on Capitol Hill to protest budget cuts and to make other demands on the Congress. It picketed the Labor Department and accused its then secretary, Frances Perkins, of every antilabor act conceivable when she fired one of its leaders on a Communist charge. And at its convention last year, the union adopted a foreign policy that was both anti-American, and pro-Russian.

By these and other acts, U.P.W.A. has rejected the advice and counsel of President Roosevelt, who once warned:

"I want to emphasize my conviction that militant

tactics have no place in the functions of any organization of government employees. Upon employees in the federal service rests the obligation to serve the whole people whose interests and welfare require orderliness and continuity in the conduct of government activities."

On the face of it, the N.F.F.E. appeared to be working against its own self-interest when it recently came out flatly and vigorously for reducing the federal payroll. The union accused any number of government administrators of failing to clean out the deadwood in their overstuffed offices, and blamed this condition on political expediency, laxity, or administrative inefficiency. But, whatever the reason, the union said agency heads were inviting the Congress to make meat-ax reductions of federal personnel.

Contrary to the general impression, a sizable group of federal employees, approximately 35 per cent, or about 700,000, belong to some kind of a union. The A.F.L. has the largest bloc of members, chiefly in the post offices and the industrial establishments, both highly organized. However, only a small percentage of the clerical group is organized.

Responsible unions have a definite place in Government and have brought about many worthy employee reforms in both the executive departments and the Congress.

Politics: A private employee is free to support actively any political candidate. The Hatch Act denies the federal worker this freedom, and requires that he be fired for making a political speech, soliciting campaign contributions, passing out handbills in support of a candidate, or even acting as an election judge.

Of all the restrictions placed upon Civil Service employees, this is the oldest, as it can be traced back to 1801. The control, of course, is based on the sound point that anyone who participates actively in a political campaign must be ready to suffer the consequences when his candidate loses. It follows that we couldn't have anything approaching a career civil service if federal workers participated in politics.

Security: The belief, "once a federal employee, always a federal employee," is widespread. With it goes the idea that a civil service job means security, and that firings are rare in Government.

The fact is; it's far easier to fire a federal worker than to discharge a private employee who is covered by a union contract. Here's why:

Half of the 2,000,000 federal workers have only what is known as either "war service" or "temporary" appointments, and as such, they can be fired after brief or no notice whatever. Appeals are few among this group of employees.

The other 1,000,000 employees have what are known as "permanent" (a misnomer) jobs. They have passed Civil Service tests and have served beyond the probationary periods. But thousands of these so-called permanents are being fired in reductions of force, and it's a comparatively easy matter to oust a career employee on an incompetent or inefficient charge.

The procedure is to hand the employee a letter of charges and then give him an op-

(Continued on page 87)

The only thing a federal worker
will sign is his monthly check



He's Still a Goal Keeper

By JOHN CARLYLE

THE life story of William Thomas Faricy—known as "Bill" in the upper levels of the railroad business—might be pictured in three dramatic episodes. The movies would call them "flash-backs."

The first would show the young Mr. Faricy as goalie in a hockey game in St. Paul. Looking very like a menace. He is 18 years old, an inch and a half better than six feet tall, weighs 200 pounds and armor-plated as goalies in hockey must be if they are to survive. He is charged by what seems to be a maelstrom of clubs, the spectators are overcome by homicidal desires; he emerges bleeding at the seams, but with his goal saved, and a railroad lawyer rises in the gallery.

"I gotta job for you, Bill," shouts the stranger.

The next day he telephones the city attorney of St. Paul, in whose office Faricy is doing such legal chores as might be assigned to a young lawyer who had graduated first in his class and *magna cum laude* from the night school at the St. Paul College of Law.

"Tell young Faricy to come around and see me. I'll start him at \$100 a month in the legal department of the Omaha road."

That was affluence. The first World War came along, and he volunteered. Because he was fast and husky, he was made an instructor in bayonet drill. He went to France with his own company and got into the Argonne fighting, but did not get within bayonet range of the Germans.

He came home certain that there was nothing like study with the bayonet to make a man into a fighter and that, no matter how many new tricks might be invented, all future wars would be won by the infantryman just as all

wars have been won in the past.

In 1918, before going overseas, he married Miss Norma Hauser. Back from the war he returned to the Omaha road. In 1929, he was appointed general solicitor of the Chicago and Northwestern, of which the Omaha was a subsidiary.

Bank moratorium

THE second flashback finds him up to his ears in 1933.

Thousands of cars loaded with perishables were tied up. Buyers could not take delivery because their funds were frozen. The prospective money losses might run into the millions. The mess was informally dumped into Bill Faricy's lap.

No instructions, no suggestions were given. The only known fact was that the situation was getting worse with no end in sight. Faricy adapted his bayonet train-



BILL FARICY'S life story might be told in three episodes. All of them would reveal him chin high in trouble, but reveling in every minute of it

ing and charged. Station agents were told to deliver the perishable stuff in the cars on credit and use their own judgment on the possible solvency of the buyers:

"Get those cars unloaded," was the order.

He says today that no one had ever realized how smart the average railroad agent is "if he is given a chance," and that the American people are honest. Instead of the huge losses anticipated, the total deficit was less than \$1,000; the cars were delivered, the food shipments were saved, and Faricy was accepted as an up-and-comer in one of the toughest businesses on earth.

Railroader gossip is that he seldom makes a mistake but will admit it if he does. Once, in a tough case on trial before the ICC, he filed a brief with the court that fairly sizzled. In it he maintained that, in previous rulings, the Commission had been inconsistent. Having filed the brief, he got into the elevator. On the trip down a great white light burst upon him.

"The Commission was right," he said. "I was the guy who was wrong."

Next day the Commission was set to take him apart and throw the pieces away, but before the dismembering could begin, he filed a new brief he had written during the night and made full confession.

"I was wrong," he said. "The court was right. I'm sorry."

He won his case.

The third dramatic episode, in 1947, shows the 17 directors of the Association of American Railroads at a meeting in Washington. A new president was to be elected to succeed the late John J. Pelley. Pelley had not only been a great railroad man, but a magnetic per-

(Continued on page 65)

BRITISH AFRICA



GAMBIA

PAUM OIL
COTTON
AGRICULTURAL PRODUCTS
SPICES

TOGOMANDATE

PAUM OIL
COTTON
AGRICULTURAL PRODUCTS
SPICES

CAMEROONS MANDATE

PAUM OIL
COTTON
AGRICULTURAL PRODUCTS
SPICES

SIERRA LEONE

PAUM OIL
COTTON
AGRICULTURAL PRODUCTS
SPICES

GOLD COAST

PAUM OIL
COTTON
AGRICULTURAL PRODUCTS
SPICES

NIGERIA

PAUM OIL
COTTON
AGRICULTURAL PRODUCTS
SPICES
CACA

ANGLO-EGYPTIAN SUDAN

GUM ARABIC
VEGETABLE OIL
CATTLE
GRASS
COTTON

TEA
COFFEE
COTTON
TOBACCO
RUBBER
COPPER
SILK
KURUR

BRITISH SOMALILAND

CATTLE
SHEEP AND GOATS
CATTLE

GOLD
DIAMOND BEDS
CHROME
COPPER
MANGANESE
COAL

KENYA

RUBBER
COFFEE
TEA
COTTON
TOBACCO
COPPER
SILK

TANGANYIKA MANDATE

RUBBER
COFFEE
TEA
COTTON
TOBACCO
COPPER
SILK

MINERAL DEPOSITS
FARMING
GOLD
RANCHING
COAL
DIAMOND BEDS

SOUTH-WEST AFRICA MANDATE

NORTHERN RHODESIA

BECUHANALAND

SOUTHERN RHODESIA

UNION OF SOUTH AFRICA

SWAZILAND

BASUTOLAND

NYASALAND

RUBBER
COFFEE
TEA
COTTON
TOBACCO
COPPER
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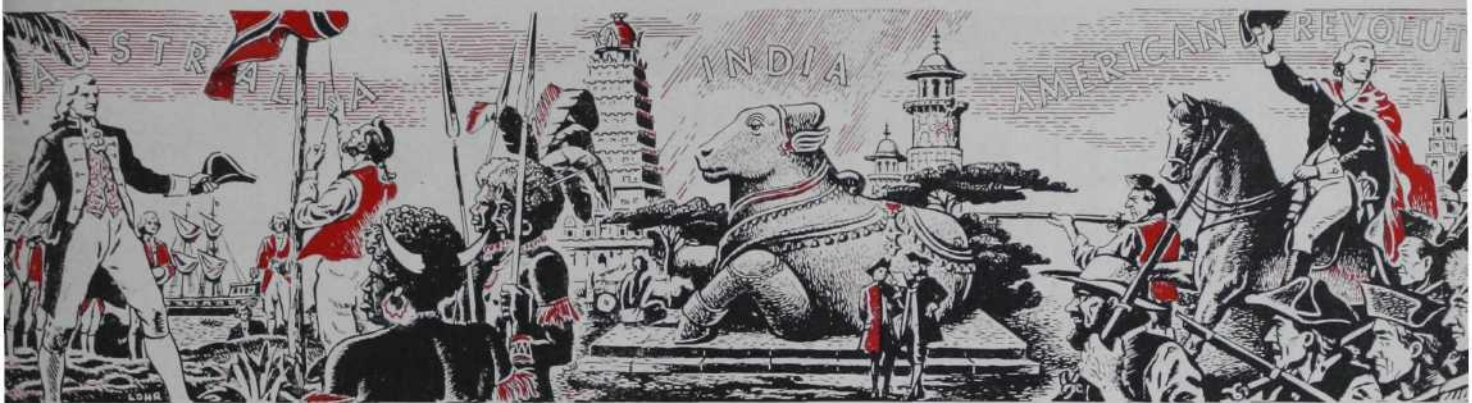
GOLD
MANGANESE
GRASS
CATTLE
TOBACCO
COPPER
COTTON
CHICKEN
DIAMOND BEDS

MINERAL DEPOSITS
FARMING
GOLD
RANCHING
COAL
DIAMOND BEDS

GRASS
COAL
DIAMOND BEDS
GOLD
MEAT

The British Empire That is to Be

By LOWELL RAGATZ



THE WAR has drawn to a spectacular close. The break-up of the British Empire is the talk of the globe. The conclusion prevails that "England is done for." In Britain gloomy forebodings respecting an uncertain future dominate the scene; in Russia, France and Germany there is loud rejoicing over England's collapse and impending changes in the balance of power.

The time, however, is 1783 not 1947.

The overseas possessions slipping from the mother country's hands are the 13 American colonies, not India, Burma, Palestine and Egypt.

For 175 years, England had been building a great world state embracing desirable lands in America, Africa and Asia. This first British Empire, centered in North America, was built in face of keen rivalry with the Dutch and the French.

The 13 coastal colonies were not lost through despotic rule at the hands of a callous parent state but, rather, through an ill-advised attempt to make them hew the line in a new imperial setup following the Seven Years' War (1756-1763) after having allowed them to go their own way almost unhindered for generations.

No colonies had ever known a better mother country. George III interfered far less with the daily life and economic freedom of his 4,000,000 trans-Atlantic subjects than President Roosevelt and the New Deal did with the individual enterprise and initiative of 140,000,000 Americans.

The legend of a "tyrannical king" has, however, been fostered by patriotic textbooks and by politicians eager to corral the Irish and German vote.

With the heart of the old empire lost, Britain's sun in the 1780's appeared to be setting. Nonetheless, the generation following witnessed the building of a second British Empire ten times the size of the first, together with unprecedented industrial, commercial and financial expansion. These made Britain the dominant world power of the nineteenth and early twentieth centuries and raised the English standard of living to the highest level the world had known.

Compensation for the loss of the American colonies was found quickly in Oceania, Africa and Hindustan. Since criminals could no longer be dumped along the Atlantic shore of North America, Australia was occupied as a new convict colony. Many gains were made at French, Dutch and Spanish expense at the close of the Napoleonic Wars. India, with its 300,000,000 potential customers, became the chief jewel in the new imperial crown. By 1914, one out of every four Englishmen lived off the Indian connection, and for years, firm determination to safeguard the peninsula had shaped foreign policy.

Meanwhile, New Zealand was colonized in 1840, the Dominion of Canada was created in 1867 and myriads of islands in the Pacific were brought under the Union Jack. These gains, coupled with the acquisition of Turkish and German colonial lands at the close of the first World War have given the British Commonwealth today an area of 13,330,000 square miles, with 560,000,000 inhabitants.

The erection of a vast world state by little Britain—but slightly larger than Wisconsin and Illinois, with a mere 11,000,000 inhabitants in 1800—has been a major political phenomenon of modern times. Such an unparalleled feat is ex-

Great Britain has a long-range program to stage a comeback. She is shifting the center of her empire to Africa and plans to develop its vast resources. The choicest parts of this amazing continent—with a population of 65,000,000, half the total—are in British hands

plained by a unique combination of circumstances operating over more than two centuries. Britain's insular position, in Europe but apart from the continent, left her free to pursue her own interests with scant regard for mainland affairs and untroubled by invasion dangers.

The wide Atlantic invited overseas exploits, and the sturdy character of her adventuresome nationals led them to follow the beckoning hand of opportunity. Concentration on colonial enterprise while continental powers dissipated their strength in European

with superior marketing techniques and geographic advantages in distribution, placed Britain progressively on the defensive. The first World War accentuated her loss of leadership by consuming her capital, by transferring much of her overseas trade to America and Japan and by stimulating manufacturing in the dominions.

Lost ground never was regained despite valiant effort and such bizarre expedients as converting the pleasure-loving Prince of Wales into an empire salesman traversing the world sample case in hand. Exhaustion of her coal

than North America and with a population of only 25,000,000 less is, in reality, today the last world frontier—a continent incredibly blessed in fertile lands and mineral wealth.

Through most of modern times, Africa has been an exploitation area and has formed the classic land of European imperialistic enterprise. Settlement has occurred only in the northwest and the south and, to a limited extent, along the western coast and in the east-central highlands.

Although Africa was well known to the ancients, the collapse of the



warfare, plus the evolution of an enlightened colonial policy according to overseas Englishmen large control over their own destinies, gave the nation primacy in empire building.

Emergence of the Industrial Revolution in Britain about 1750 to meet the colonists' incessant demands for wares, and the spurt given manufacturing during the quarter-century embracing the French Revolution and Napoleonic Wars which delayed mechanization on the continent, made Britain the workshop, the freight carrier and the banker of the world.

When the spread of the factory system in Europe proper increasingly cost her customers there, she found alternate markets among India's millions, in her rapidly-developing daughter nations Australia, Canada and New Zealand, in the new South American republics whose independence she sponsored in order to gain their trade and in China where one fifth of the human race lay crowded along an easily accessible coast. The period 1875-1914 has been hailed as the Golden Age of British history.

The play of new forces was, however, already challenging her dominance by 1900. Germany, the United States and Japan emerged in turn as industrial rivals. Their more efficient new plants, coupled

resources, the rise of nationalism in Egypt, Palestine, India and Burma, the disruption of the Chinese market through a generation of strife and prostration resulting from a Pyrrhic victory in the second World War once more have called for a reorientation of Britain's interests if catastrophe is to be averted.

Empire is changing

IN 1947, as in 1783, a basic shift in interests is under way. Frankly recognizing that her day in Asia has closed, even as her position in the New World was abruptly altered by the American Revolution, Britain today is not merely abandoning the Near and Middle East and resigning herself to the loss of the bulk of her China trade—she is shifting the center of her empire to Africa and is preparing to stage a spectacular comeback by developing the virgin resources of that amazing continent.

To most Americans, with vivid recollections of Livingstone, Stanley and Martin Johnson plus a dash of Trader Horn, "Africa" brings to mind a kaleidoscopic jumble of desert wastes, steaming jungles, sheiks, pygmies, bushmen and circus creatures in the wild. Nothing could, however, be further from fact. Africa, one third larger

Roman Empire severed early ties and the continent was not again brought within European ken until the days of Portuguese discovery about 1450. For centuries thereafter it served chiefly as a source of supply for slaves, gold and ivory and as a market for shoddy wares. African history between 1450 and 1875 was a sordid tale of unparalleled commercial rapacity at the hands of ruthless whites.

A change came with the spread of the Industrial Revolution and with the adoption of protective tariffs throughout Europe after 1875. Large markets under the home flag and exclusive sources of supply for raw materials became prime necessities. Nearby well-peopled Africa, with limitless stores of temperate and tropical zone products, afforded an obvious solution, and the partition of the continent followed.

By 1914, all save two fragments, Liberia and Ethiopia, were under European political control—the largest real estate deal in history had been concluded within two generations. Britain, France, Spain, Portugal, Belgium, Germany and Italy were parties to this transaction. The first World War removed Germany, and Italy faces the same fate as a result of the second. The construction of modern ports and strategic railways,

the development of mines and the opening of agricultural lands more recently have made the area a favorite investment field.

Now approaching maturity, postwar Africa has become a land of extensive immigration and settlement. The old "Dark Continent" is, in 1947, the uprooted European's Promised Land. With recent progress in aerial navigation, remote interior highlands well-suited for white settlement have become accessible. Advance in tropical medicine, refrigeration and air-conditioning is opening up lands hitherto unsuited for white habitation.

tentialities—the high expectations of champions of African adventure rest on secure economic foundations.

East Africa offers the brightest immediate prospects. Here lie Kenya, Uganda, Tanganyika Mandate and Nyasaland, with a population exceeding 15,000,000. Vast inland plateaus are suited ideally for white settlement. Extensive emigration to Kenya and Tanganyika set in after the first World War and veterans of the late conflict are today swarming into both as homesteaders.

Cotton, sisal, rubber, coffee, tea,

vegetable oils, cattle, gum arabic and cotton are produced in abundance but large fertile belts are still untouched. Three million acres of black cotton soil lie at the junction of the Blue and White Niles. Long staple cotton, grown on irrigated lands, has a great future here, and the Sudan seems destined to replace Georgia's Sea Islands as the chief production area for this essential commodity. Exports are shipped down the Nile and also by rail to Port Sudan. British Somaliland, astride the lower Red Sea, safeguards the ocean outlet.



Multitudes of war-weary Europeans, intent upon beginning life anew under more auspicious circumstances, have turned to Africa as the practical answer to their dreams. Africa-bound ships are booked months in advance. A mass migration of peoples involving both victor and vanquished in the late war has opened and promises to match the outpouring of Europeans to the New World and Australasia in the 19th century.

British empire builders

BRITAIN, traditionally resilient, is capitalizing this situation to the full in her determination to continue as a major power. Through the enterprise of such empire builders as Cecil Rhodes, Harry Johnston and Frederick Lugard, one third of Africa (4,000,000 square miles) now lies at her disposal. British lands include the choicest portions of the continent and a population of 65,000,000—almost half of the whole. Wide range of climate and of soil provides limitless agricultural possibilities. Britain's African forest and mineral resources are among the world's richest. Coal and water power facilities insure extensive industrialization.

Britain's peculiarly favored position is obviously one of great po-

tobacco, copra and tin are leading exports. The growth of cotton production in Californialike Kenya has been spectacular, and Kenya cotton is expected to free Britain from dependence on the American product before 1975.

The hot coastal plains of Kenya and inland valleys of Uganda are already heavy rubber producers and a yield rivaling Malaya's is anticipated. A big-game extermination program was launched in Kenya in May to clear vast areas for peanut production to help meet Britain's acute fat shortage.

Plans to convert these four dependencies into the Dominion of East Africa are maturing. The famed Kenya White Paper of 1923, declaring that "the interests of the African races must be paramount" and that "when those interests and the interests of the immigrant races conflict, the former should prevail," enunciated the most enlightened native policy the world has known and marks a milestone in interracial history.

The Anglo-Egyptian Sudan, in the upper Nile valley, is jointly owned with Egypt, but Britain's withdrawal from the latter country will in no way affect the Sudan's status. One third the size of the United States, and with a population of 7,000,000, it can support three times that number. Grain,

At the lower end of the continent are the Union of South Africa, South-West Africa Mandate, Northern and Southern Rhodesia and Basutoland, Bechuanaland and Swaziland Protectorates. The Union, with an area seven times New England's and a population of 11,250,000, produces one third of all gold mined today and contains the richest diamond beds now in operation. Coal and industrial metals, too, are found here in abundance. Under the impetus of war demand, manufacturing made notable strides and Johannesburg, the modern miracle city, is rapidly becoming one of the world's great industrial centers. Farming and ranching make the Union an important food production area, and fruit exports are cutting heavily into American sales abroad.

South-West Africa, a semiarid tract greater than Texas, mandated to the Union in 1920, is largely untouched. Popularly known as the African Arizona, it has extensive tracts well suited to ranching. Irrigation holds possibilities for agriculture and rich mineral deposits have been located. As yet, it has but 300,000 inhabitants, including a mere 35,000 whites.

The two Rhodesias, long owned by Cecil Rhodes' South Africa Company, were taken over by the British Government two decades

ago. Southern Rhodesia consists largely of farming lands, ideally suited for European settlement, and figures prominently in veteran settlement projects. Some 75,000 whites already live there, but the country can easily support several million in addition to the native population.

Grain, cattle, cotton and tobacco are important export items and this competition has appreciably cut American exports to Europe. Semitropical Northern Rhodesia has, as yet, attracted few settlers. Both are rich in industrial minerals, notably manganese, chrome and copper, and will greatly strengthen Britain's position in the metallurgical field. Bechuanaland, Swaziland and Basutoland are native preserves. The first two are undeveloped, but all are suited for meat and grain production.

Dominion of Rhodesia

A MOVEMENT to convert the two Rhodesias and Bechuanaland into the Dominion of Rhodesia is making headway. Should the Union of South Africa ultimately secede from the British Commonwealth under impetus of Boer nationalist agitation, this new dominion, with its incalculable mineral wealth and fat farming lands, will assume the Union's old place in the imperial structure.

British West Africa embraces six distinct political entities—Nigeria, Cameroons Mandate, Gold Coast, Togo Mandate, Sierra Leone and Gambia, with an area of 500,000 square miles and a population of 30,000,000. West Coast cacao sets the world price. Palm oil, spices and cotton are also leading agricultural products.

Nigeria has been the scene of notable political and economic experiments converting it into a model tropical dependency. Indirect rule, under which native chieftains function as officials in the British administrative system, has brought spectacular results. Alienation of land has been banned, the plantation system has not been permitted to take root and cultivation of tropical crops by individual small producers has brought prosperity to natives who consume huge quantities of British merchandise. Extensive tin deposits are a priceless asset.

This, then, is British Africa, heart of Britain's Third Empire-Commonwealth, to which the weary motherland is exporting her surplus millions in the hope that their exploitation of virgin lands will enable her to continue as an

industrial giant and a leading world state. The gamble is the greatest in her history, but the stakes are high and there is no alternative if she is to survive.

Will her expectations be realized? Chances appear much in her favor. Her vast holdings are well balanced economically, their products are in keen world demand, settlers in the various African dependencies are of sound stock and alert to the opportunities their new homes afford, and no serious rival confronts her anywhere in the continent.

The careful student of history today sees British imperial affairs falling into a familiar pattern—a shift of balance in empire to meet new world conditions, designed to

effect a gigantic trade revival and speedy recovery.

While the unique circumstances giving Britain world leadership have passed, the over-all picture is far from gloomy. Reconstruction brings acute problems, but they need not prove insurmountable. Historically, basic changes in the structure of British life have not proved catastrophic. As in other periods of flux, Britain is certain to display great recuperative powers in the years immediately ahead. If, through altered economic conditions, she can no longer dominate world affairs, the current reshaping of her empire about the fresh lands of Africa affords definite promise that she will at least continue great.

Bubble Merchant



Jean Lackey

DECORATING the wall of Jean Lackey's apartment in Manhattan are glass bubbles symbolic of her career. Miss Lackey's chosen function is to give substance to ideas, her own and those of others. Probably no one could tell so much so briefly about the ambitions and methods of this attractive young woman as do the names of her two corporate selves: "Ideas Unlimited" and "World Ideas."

She decided on her career when a school girl in Delavan, Wis. To prepare for it she shaped all else: studies at the University of Wisconsin, early jobs in radio, newspaper work, advertising, and later industry and merchandising, and a hitch-hiking trip that was a sort of preview to a world tour.

To say she went around the globe on a bubble would be an exaggeration. She did finance thousands of miles by blowing smoke bubbles (an accomplishment of her teens) as a promotion stunt for tobacco companies. But she also performed such stunts as serving a Chinese merchant as secretary and making a reorganization study for an Australian railway.

Persons submitting ideas are required to have their written presentations notarized. In return for the preliminary fee, Ideas Unlimited gives an analysis of the idea, its commercial possibilities, and methods for promotion.

Her first projects include a toy platypus, that strange duck-billed Australian animal, and an electric home floor scrubber. The toy already is a commercial success. Along with it Jean sells "Dinkum, the Platypus," a related book for preschool children, and a felt cap bearing an outline of Australia.

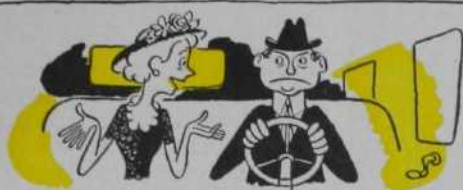
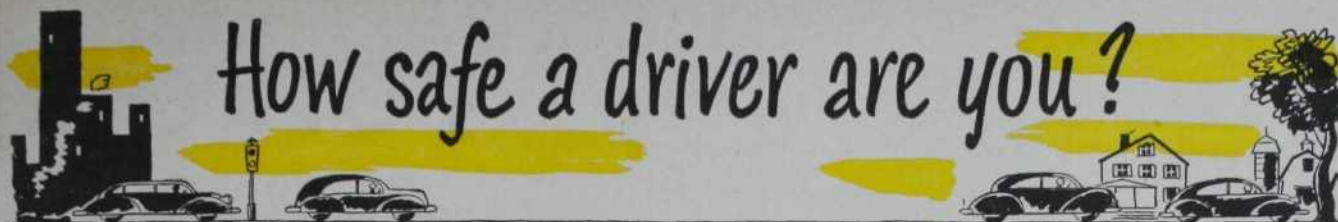
The scrubber is still in the pre-production stage. It was invented by an eastern university physics professor. Hearing of Ideas Unlimited, he wrote to Miss Lackey.

The toy platypus may seem a bit on the trifling side, but to Jean it represents more than a clever dollar-grabber. It is a means for furthering an ideal: drawing peoples more closely together by publicizing them to each other.

She believes the best way to bring about international understanding is through commercial interplay. Profit to her is not only a motive; it is also a test. She says:

"If an idea is not good enough to pay its own way, it is just not good."

—RALPH CONISTON



Are your driving habits good habits?

Driving a car can be a pleasure or a tiresome ordeal. It depends on how you drive.

If you make it a habit to keep your mind on your driving, to keep your car under control, and to observe traffic rules, you'll get a lot more enjoyment from your motoring. You'll get places just as fast as careless motorists, and have a better chance of avoiding accidents.

Make it a habit, too, to keep your car in good running condition. Brakes, steering mechanism, lights, and tires especially should be checked regularly.



When you have to stop, can you do it in time?

Chances are you *can't* stop as quickly as you think you can.

Traveling at only 20 miles an hour, your car will go at least 22 feet while you move your foot from the accelerator to the brake. Under the best conditions, it will take another 21 feet—or a total of 43 feet—before you can stop.

This stopping distance increases with your speed. At 40 miles an hour it is 128 feet; and at 60 miles an hour you'll travel 254 feet before you can stop. The National Safety Council is the authority for these figures.



How should you drive at night?

Driving after dark requires special care, for you can't see as far ahead as in the daytime.

Suppose your headlights suddenly show a barrier 150 feet ahead on the road, and you're driving 50 miles an hour—you are *outdriving your headlights*, for at that speed you can't stop in less than 186 feet.

Try to avoid looking directly at approaching headlights. Lower your own lights for oncoming cars, don't take the chance that a "light-blinded" motorist will run into you. Watch your side of the road for pedestrians or parked cars.



How can you help avoid accidents?

It's only common sense to adjust your driving to suit adverse weather and road conditions.

Be prepared for emergencies such as blowouts or sudden skids, and know what to do when they occur. Keep alert for the actions of other drivers or pedestrians.

And remember—a survey reported by the National Safety Council shows that drivers who have been drinking are 3 to 4 times as likely to be involved in an accident as those who haven't.

TO EMPLOYERS: Your employees will benefit from understanding these important facts about safe driving. Metropolitan will gladly send you enlarged copies of this advertisement—suitable for use on your bulletin boards.

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TO VETERANS—IF YOU HAVE NATIONAL SERVICE LIFE INSURANCE—KEEP IT!

The Way the Workers

By LAWRENCE GALTON

MUCH of the thinking about the labor-management situation in America today is predicated on the belief that labor and management are inevitable opponents; that their interests conflict basically; and the only answer is to erect a ring and set up well-defined rules so the fighting can be fair and not always in the audience's lap.

Yet, many companies have demonstrated that the opposite is true—that fisticuffs aren't necessary; fraternity is possible. Among them is Bridgeport Brass. In its 81 year history it has never had a strike. In 1946, in fact, the company topped off its fourscore years of peaceful production by being the only major brass company in the industry to enjoy the luxury of uninterrupted toil without some form of labor turmoil.

Not long ago came the sudden furor over portal-to-portal pay. Practically every union in C.I.O. jumped on the bandwagon. But the Brass Company union took a different stand.

"We'll have no part of the portal panic," was the announcement, in effect, of Local 320, which is bargaining agent for the Brass employees, and is affiliated with C.I.O. Not only did the union refuse to initiate such suits; it discouraged individual members from doing so. If workers insisted, the union said, it would offer no legal aid.

During the war, Brass had what should have been a considerable problem. In an already heavily industrialized area, it had to expand overnight from 3,000 to 10,000 workers.

But even neater was the post-

recruitment record: absenteeism low, very low; productivity high, record-winning high. Brass was the first company to win the Army-Navy "E" award in New England, first to fly the pennant, too, with three, four, and five stars.

After the war, when the personnel roster went down to 6,000, productivity stayed high. So did concord between company and union.

"We get along well with the union," say Brass officials. "No real trouble but much discussion and real understanding."

"It's a good company to get along with," say union officials. "No stalling. No run-around. On the level."

All of this is the result of a labor relations policy incorporating some unique notions, indeed.

It's easy enough to state the



Bridgeport Brass workers give enthusiastic support to both company and community projects

Like It

policy: "Labor relations are just human relations, and humans are human because they have a strange habit: If you treat them as equals, respect their integrity, give them the facts, they'll be entirely reasonable."

That's the size of it and it has the corny smell of a couple of mixed-up aphorisms. But if those aphorisms boil down to paragraph size for the telling, they took for their application a major overhaul job of Brass' method of operation.

At the Brass Company, labor relations are the responsibility of everybody. Paradoxical as it may sound, Brass finds that the most effective way to communicate with workers is, first of all, for management to communicate with itself.

It has another "peculiar" attitude; that if a union does good for



NE SMITH

THIS is the story of the Bridgeport Brass Co. and its unique labor relations record—not a single strike in its 81 years. And here is the man largely responsible for its present-day success—Herman Steinkraus, president



NE SMITH

The foreman tries to settle a grievance quickly

its employees, then the company is 100 per cent for the union. And, if a union is to do good for the employees, it needs good union leadership.

It has adopted, besides, the policy that workers are adults. If an employee wants to spend a few minutes in a lavatory, or to talk to his fellow worker, or glance at a newspaper, that's his business; no criticism so long as he keeps his production pace up to par.

better, no worse, than innumerable companies throughout the country. Both long-time executives and union officials agree, looking back now, that, if Brass had gone on as it was, labor conflicts would have been inevitable.

A change came in 1942. That was when Herman Steinkraus became president and general manager.

There's a belief in many circles that, if more management were headed by salesmen, there'd be less

Steinkraus learned much from the development of that idea at Brass. When management met with workers and union officials, everybody expressed eagerness to cooperate. Then came a small but lethal question:

"Do we hold meetings on company time or our own?"

Steinkraus knew that, if he told them to meet on company time, they'd probably regard the whole plan suspiciously—as a bit of



Public address system transmits company news



Each month workers receive a letter from their president

Until the war, Bridgeport Brass was like many another company. It was an old-line New England outfit. Its business consisted before the war, and does again now, of two divisions. It makes strip, rod, wire, tube and pipe for companies that use it in making coffee percolators, toasters and jewelry. It also manufactures its own finished products out of brass: valves for automobile tires, traps, and pipes for plumbing.

During its prewar years Brass had no particular labor problems. Its employees came from all of Bridgeport's 35 nationalities. Local 320 was bargaining agent for a good portion of them, but Brass wasn't and still isn't a closed shop.

Brass was like thousands of other companies in another way. The community knew there was such a company but had little idea of exactly what it did. Even workers knew little beyond the details of their own individual jobs.

In short, Brass, with a policy of minding its own business, was no

labor difficulty. Salesmen, the theory is, more than any other group, know human nature and how to deal with people.

While it's hardly safe to generalize, Steinkraus is a major bit of evidence in favor of the idea. A calm man of 56 with a sense of humor. He worked his way through college via an assembly bench job, riveting on small household utensils. After serving in World War I, he became a salesman for a midwestern manufacturer, worked up to general sales manager, then resigned to form his own chemical and metal company. In 1928, Bridgeport Brass bought him out and took him on as vice president in charge of sales.

When he became president, Steinkraus found little product-selling to do. The Government was the main customer. The problem was to increase production. Donald Nelson, then WPB chief, was circulating the labor-management committee idea and desperately calling for immediate action.

paternalism. But, if he told them to meet on their own time, they'd probably resent it.

"That's up to you," he declared. "Whatever you decide will be O.K. with the company."

They decided—promptly—to meet on their own time.

That, for Steinkraus, was the first piece of evidence that, treated with confidence, labor could return the compliment.

Not long afterward another situation arose to further Steinkraus' education. For maximum production, three shifts were needed, with women workers on the 11 p.m. to 7 a.m. trick in the same proportion as on other stretches. Few women, however, wanted to work that trick as a steady diet. The answer was rotation but the question was—how often?

Steinkraus put the problem up to the women themselves. When the vote was in, it was for a weekly change. That, said production men, wouldn't do. Changing the whole

(Continued on page 62)

The Furniture Store with EYE-APPEAL...inside and out... attracts the most business...makes the most money

BEFORE



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Meanwhile, send the coupon below for your copy of our free book on “Pittsburgh” remodeling. It contains many interesting facts, figures and illustrations on actual modernization jobs. There is no charge or obligation.

HERE IS AN EXAMPLE in Wilkes-Barre, Pa., of how Pittsburgh Glass and Pittco Store Front Metal have been used to create one of the new “open vision” type stores. Here the store interior, plainly visible from the street, forms a powerful display feature. This kind of store is very effective as a sales winner. Architect: Robert A. Eyerman.



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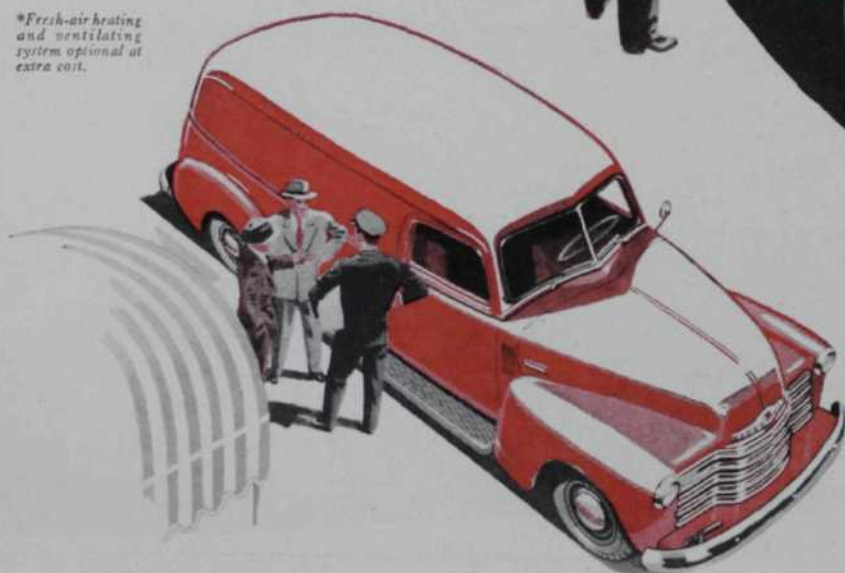
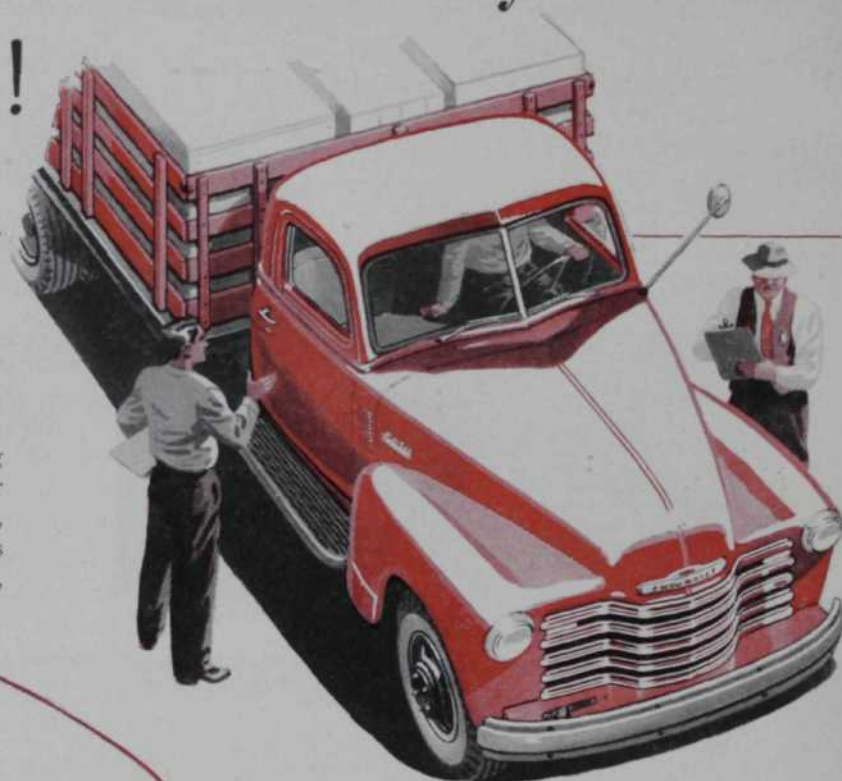
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Never before has there been a *new* line of trucks with so many features to talk about!

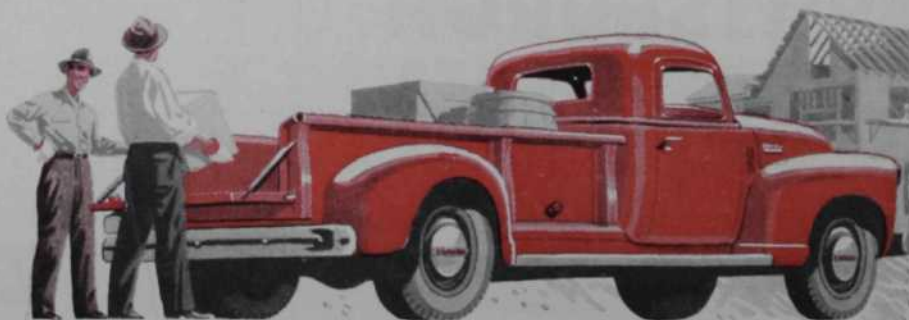
NEW FOUR-POINT DRIVER COMFORT. 1. The new cab that "breathes"—a stream of fresh air is *drawn in* from the outside—heated in cold weather—and used air is *forced out*.* 2. Driver's compartment is wider and deeper—more leg room. 3. New, fully adjustable, bigger and more comfortable seats. 4. Wider, deeper windshield and larger windows increase visibility from the cab by 22%, for safer, easier operation.

*Fresh-air heating and ventilating system optional at extra cost.

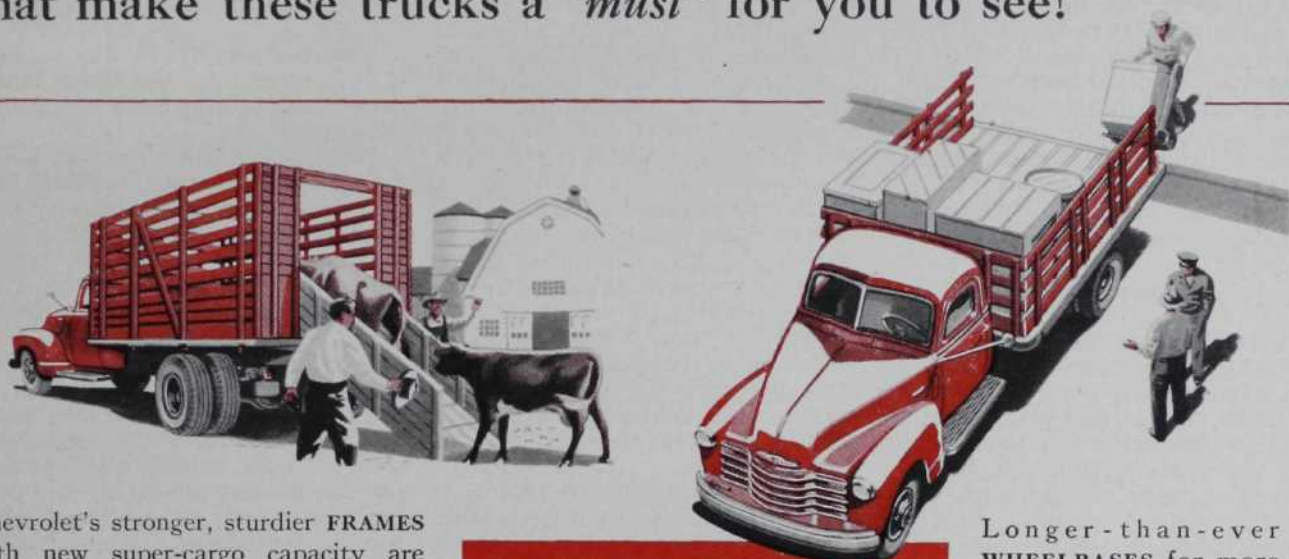


Chevrolet's revolutionary **FLEXI-MOUNTED CAB** is rubber-cushioned against road shocks, torsion and vibration; designed for longer cab life—one of many unique features in today's newest **ADVANCE-DESIGN** trucks. They're new from roof to road, from headlight to tail light, with performance that will give you better and more profitable results on any delivery or hauling job.

World's most economical for their size, Chevrolet's **VALVE-IN-HEAD TRUCK ENGINES** give extra power for extra profits. . . . You'll find **INCREASED LOAD SPACE** in panels and pick-ups to carry the larger loads and shorten the longer jobs—plus more efficient loading in stake and high rack bodies!



Drivers will find new comfort and new safety in the cab that "*breathes*"—"inhales" fresh air and "*exhales*" used air—that keeps glass clear and free from fogging... plus a host of other new features that make these trucks a "*must*" for you to see!



Chevrolet's stronger, sturdier **FRAMES** with new super-cargo capacity are designed to carry *greater* loads *greater* distances for a *longer* time. . . . Chevrolet's famous **FULL-FLOATING HYPOID REAR AXLES** are geared for your load on any road.

SEE YOUR CHEVROLET DEALER

He can supply Chevrolet trucks, standard or with special equipment, to meet your hauling needs.

Longer-than-ever **WHEELBASES** for more room in the cab . . . better load distribution!

Chevrolet's **HYDRAULIC TRUCK BRAKES** are quick, safe and dependable! Here is exclusive special linkage, designed to produce brakes at their best!



NEW ADVANCE-DESIGN

CHEVROLET TRUCKS

FOR TRANSPORTATION UNLIMITED

CHEVROLET MOTOR DIVISION, General Motors Corporation, DETROIT 2, MICHIGAN



PICK-UPS



PANELS



STAKES



CAB-OVER-ENGINE



TRACTOR-TRUCKS & CHASSIS FOR SPECIAL EQUIPMENT



pattern of sleeping, eating and living every seven days was just impossible.

"Look," the women told Steinkraus. "It's not impossible. You see, a lot of us girls are single. We have boy friends. When we work from 11 to 7, we're out of circulation. We can't afford to be out of circulation for more than a week at a time."

They did it their way. A few months later, a check of production records showed that the 11 to 7 trick did more than hold its own.

Steinkraus' eyes were opened further at the end of the first year when he saw results piled up by the 22 labor-management committees consisting of 300 people, half union and half management. Within 12 months, they had lowered production costs so that the Government was saving \$400,000 a month on its war contracts with Brass, they had cut absenteeism down to 4.7 per cent, had increased suggestions by nearly 40 per cent.

In peace as in war

THE question was inevitable: If this kind of cooperation is possible in wartime, why not in peacetime?

True, labor and management pulled together in wartime because of two factors. It was a time of crisis, and common understanding.

The crisis doesn't exist in peacetime—but how about the company's common basis of understanding? Couldn't it be achieved by letting workers know the company's aims and policies and, so far as possible, by making them feel that they have a share in those aims and policies?

While he theorized, Steinkraus also investigated. What had ever been done in normal times to foster understanding?

Personal contact of top executives with workers? Many companies, Brass included, had tried it. But talks with union people showed that the friendliest attitude of executives at the top meant nothing if foremen, superintendents and other lesser executives carried chips on their shoulders.

When Steinkraus had done enough thinking, he had a program. It started—not at the bottom—but at the top.

He called his 21 department heads together.

"Gentlemen," he said, "we've been running our departments as if they were separate entities. You have no idea of the business as a whole. It's not your fault; you've never had a complete picture. From now on you will have."

The 21 men, as a group, got a title: "President's Cabinet." They

were to meet each month one day after the meeting of the board of directors. And they were to get the same information as the board—a complete company picture.

Meetings for coordination

THE first few meetings were stilted. Soon, however, they caught on. Finally, they became so valuable that two meetings a month became desirable.

That was the beginning. Next came assistants to department heads. They, too, ought to know what went on—and they ought to know it from top executives.

Steinkraus summoned 60 plant superintendents and other important unit executives. Would they go for the title, "the Senate," and a meeting at least one evening a month in which different Cabinet members could be invited to speak? They would. Result: Soon second- and third-line executives were doing a better job of lining up their daily decisions with company policies.

Foremen were next. They had had their own clubs. But into them had drifted many key executives who largely dominated activities. The clubs were reorganized for foremen only.

These foremen were told that they, more than any other group, were key figures in labor relations. Like higher executives, they got full information monthly.

The foremen got something more, too—representation in bargaining with the union. Working

in intimate touch with employees under the terms of the union contract, they know what's good and what's bad about it. Yearly, before negotiation of a new contract starts, they discuss their experiences, elect a representative who sits in on contract discussions with the union.

Results have been outstanding. As in many companies, foremen in Brass constitute the first step in handling grievances and, knowing company policy, they don't just grunt, and make no effort and pass the grievance along.

The foremen try to do something about settling grievances immediately.

Not long ago there was a rash of grievances in the East Main Street plant—all about washroom facilities.

"Look," was the gripe, "we have been hearing about this \$6,000,000 program for modernizing the plant. Let's get some of it in better washrooms now, not in just painting and repainting them."

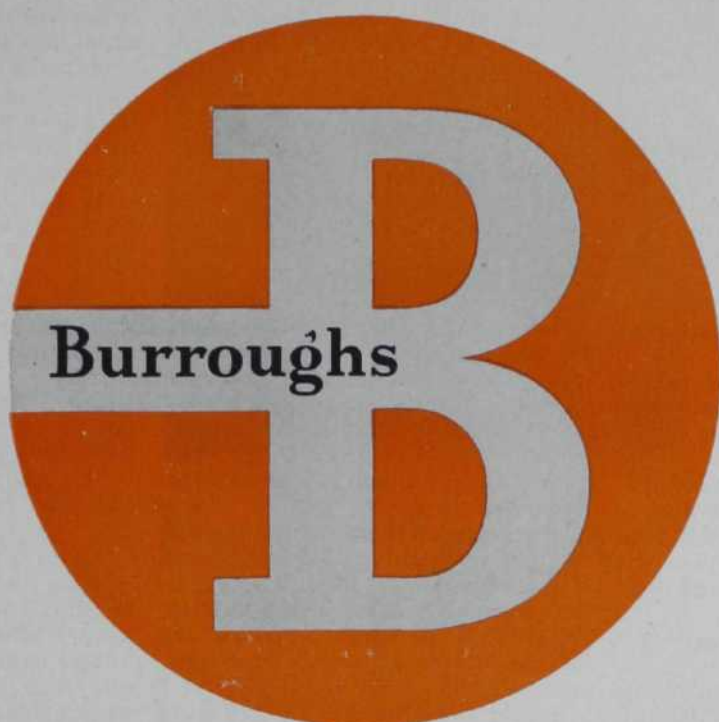
Foremen put the facts on the line.

"We'll pass your grievance along, if you like," they said. "But the truth is this: Remember you were told that the \$6,000,000 reconversion calls for completely rebuilding this 80 year old plant. And doing it as quickly as possible. Would it make sense to go to a lot of trouble and expense to put in new washrooms in the old plant, then tear everything down in a few months?"

The workers conceded that it



Second- and third-line officials meet monthly to get latest company report



**THE MARK OF SUPERIORITY
IN MODERN BUSINESS MACHINES**



Adding Machines



Bookkeeping Machines



Typewriter Accounting Machines



Calculators



Receiving Machines



Cash Registering Machines

Burroughs

Statistical Machines



wouldn't make sense, and patience was in order. The word got around and the grievances subsided.

Early in the war, because of the eastern seaboard location and the possibility of air raids, a public address system was installed. The system found use, too, in announcing the visits of military dignitaries and Washington officials through the plant. Another idea came to Steinkraus. Why not use the system to keep workers informed with announcements that might be of interest to them?

Today the loud speaker is used in numerous ways—company messages, announcements, drives—but all carefully controlled to avoid becoming a nuisance.

It's a cardinal rule that before any information can be released to newspapers workers must know about it.

"Maybe it isn't much," one worker told me, "but it's kinda nice to be able to go home and tell your wife what's going on before she reads it in the paper and tells you."

Letters to employees

DURING the war Steinkraus wrote a monthly letter to the 1,700 employees in service—informal, chatty and unpatronizing—telling what was going on in the plant and community. A vast volume of return correspondence rolled in.

It occurred to Steinkraus that if service men a long way off were as interested as that in getting letters, employees at home would be, too. It turned out they were. The letters to workers go to their homes about once a month. In a sincere and friendly manner they tell what problems the company is facing and how it is trying to solve them. They give financial reports, show where every dollar comes from and goes, tell what every department does.

But talk to a worker over a beer some night and you get a surprise. In a recent nation-wide survey, 75 per cent of executives interviewed expressed the belief that less than ten per cent of their employees had a reasonably correct understanding of their company's profits. You'll find few Brass workers with the understanding you'd expect of a professor of economics, but their knowledge of the elements is considerable.

Some months ago, a letter gave figures on the preceding six months' operations. One item was \$296,000 for depreciation—only the report labeled it: "Cost of tools wearing out (depreciation)."

While touring the plant, I asked a worker what he thought about

the depreciation figure. Was it high?

"High!" he said. "Take a look around. Look at those machines. They're big and complicated. They wear out. See that line-up of machines off to the side over there? They're finished. Just been replaced. No, that figure doesn't look high to me. You got to figure on wear and tear."

Workers free to wander

BRASS uses other methods of contact with workers. Top executives tour the plant frequently. That's effective in establishing an entente. It may be so, however, only because of the policy: Let the worker wander if he wants to, as long as he turns out the work he's supposed to. With that understood, an executive can walk through the plant, stop and chat, without being regarded as a spy.

There's also the president's page in the monthly magazine—another opportunity to let workers in on company aims and policies. There are personal appearances of executives at group meetings, sports events, and social affairs.

Equally important is the contact with the union. Company attitude is not to look on the union as an existing evil but, if anything, as a working partner. Facts about the company are supplied freely.

Typically, too, the union some time ago chose four representatives to do its rate evaluation work. Under the contract, if a rate seems wrong, a union man can be present when a rate study is made or can make his own study. The company offered to train the four men at company expense. The union agreed. Brass today has few rate evaluation arguments.

Finally, there's the program for contact with the community. A survey sometime ago showed that the company was not as well known in Bridgeport as it might be. That discovery led to a series of full-page ads in the city's Sunday papers. They show the Brass family at work, and in effect give everybody a chance to visit the plant without actually going through it.

All this explains an amazing happening in Bridgeport a little more than a year ago.

When the wave of strikes for the 30 per cent wage increase came early in '46, the brass industry was hard hit. One plant after another was struck. Then national union leaders of the Mine, Mill and Smelter Workers, C.I.O., concentrated on calling out Local 320 against Bridgeport Brass to make

the walkout complete against every major firm in the industry.

Brass made the best offer it could. Based on a promise of some price relief from OPA (since war contracts had been canceled, Brass' regular line had been selling at a loss and the company had been running in the red), it offered a ten per cent increase immediately and a promise that it would later meet the wage scale established in the steel industry.

At this point, too, Steinkraus wrote a two-page letter which went to every employee's home. The letter was a simple reminder that the situation at Bridgeport Brass was different from that at other companies.

"Many companies," Steinkraus wrote, "have not worked with labor; we have. Many companies have been slow to take steps helpful to labor; we have been among the first. It does not seem fair to treat us the same way."

Apparently, Local 320 thought it wouldn't be fair, either. The membership voted to accept the company's offer and to stay at work.

The company's policy had paid off. And the confidence of the workers paid off equally well. Without losing a day's pay, they got the 18½ cents increase and every other advantage gained by the strikers.

Good pay is not enough

NOT long ago, Herman Steinkraus made a speech before the Economic Club of New York.

"Recently," he said, "a manufacturer said to me, 'If I pay my help well and give them steady work, under good working conditions, that's all they can expect, and what's more—that's all they are going to get.'"

"That might have been all right 20 years ago, but it certainly is not all right today.

"Legislation can cure the immediate difficulties of industry, no doubt. But legislation by itself is never going to cure the basic causes. The principal underlying cause of industrial conflict is the worker's lack of understanding of the true facts about his own company and how it operates, and a further lack of knowledge about the simple economic principles of business.

"Today I believe any company that is not working out a good program of better information to its employees and to the community is neglecting one of the greatest forces toward bringing about industrial peace."

There's one bit of proof—it has worked at Bridgeport Brass.

He's Still a Goal Keeper

(Continued from page 49)

sonality. He had had friends everywhere. Unusual qualities would be demanded of his successor. The roads were just beginning to recover from the strains of war.

They were short of rolling stock, the roadbeds badly needed cooperating up, the men had been worked to the final limit, the rate structure needed revamping if they were to be merely solvent, the western roads and the eastern roads were having the usual family quarrels, the long standing complaints of the southern governors had been fired up, and lawsuits were breaking out all over the place.

Two departments of the Government were under fire by a third department and, if a wartime contract entered into by the two could be voided by an *ex post facto* action of the third, the roads might lose \$2,000,000,000.

A man for a big job

THE directors had been trying to find the right man for months. The salary to be paid was \$60,000, but that is of no consequence. It was not large enough to tempt any one of the men who might be considered, and no one would be considered who could be tempted. The A.A.R. is the lineal descendant of various organizations that trace back to 1872, and covers almost every phase of railroading. The members of the Association represent 93 per cent of the mileage in the United States, Canada and Mexico and 97 per cent of the business handled by railroads.

Any shipper can load a freight car for delivery anywhere else in the three countries. Each location, broadly speaking, has interests that may conflict with another. Also *vice versa* with bells on. The railroads own 1,700,000 freight cars of all types and the despatching of these cars to meet the shifting demands of crops, seasons, warehouse space, broken rails and bridges is one of the larger miracles.

Perhaps the directors of the A.A.R. picked Faricy as president on his record. He had taken part in most major legal battles in 20 years and had made good. They liked his position.

"The roads must give better service, both passenger and freight," he had stated. "They must be given



UNDERWOOD & UNDERWOOD

Public Safety IS A Civic Job

Local Chambers of Commerce
Work for Better . . .

EDUCATION
PAYROLLS
GOVERNMENT
HEALTH
PUBLIC SAFETY
RURAL-URBAN
RELATIONS
FIRE PREVENTION
TRANSPORTATION
RECREATION
BUSINESS-PUBLIC
RELATIONS

EVERY day last year 100 Americans died in traffic accidents. And 90 per cent of these accidents could have been avoided.

Who should be responsible for their prevention? It's a community obligation, isn't it? You want the streets of your town to be safe for children; free from the tragedy of death?

In every well-run community there are civic groups working to make their town a safer and better place in which to live and work. Public safety programs have high priority especially with chambers of commerce. You can help—and it's good business as well as good citizenship to play a part.

▶▶ NO MATTER how good your local chamber officials are, they can't do their most effective work without your help. Ask them what you can do. Then if you want to dig deeper into the possibilities of chamber work, read, "Local Chambers, Their Origin and Purpose." Write us for a free copy.

Chamber of Commerce of the
United States of America
WASHINGTON 6 • DC



DON'T miss the important second step!



Advertising becomes effective only when people buy. To let them know *where* to buy the branded products and services they want is the important second step that must be provided by advertisers having selective distribution.

Trade Mark Service in the Classified section ('yellow pages') of the telephone directory is that second step. Your dealers or outlets are listed under your brand name and trade-mark so that buyers looking for your product quickly know who sells it. It's an *important* step because the users of the more than 24,000,000 directories refer to the 'yellow pages' when they're ready to buy.

To produce advertising campaigns that produce results, don't miss the important *second* step. Trade Mark Service is available in one or all of the 1600 different directories throughout the nation.

*For further information, call your
local telephone business office.*



a better deal by the lawmakers, so that they can make six per cent on the net investment. They are not making half that now. The improvements made in the 1920's, when they made a little money, made possible the record they made in the war. They must be allowed to earn enough to finance with stocks instead of bonds—"

Perhaps the directors thought he was lucky.

Undoubtedly they liked him. The vote for Faricy as president was unanimous. So they gave him one of the toughest jobs in industry.

Fights when he has to

HE IS easygoing, disposed toward candor, not wishful to knock a chip off any man's shoulder but willing to slug it out if he has to. He struck oil in Louisiana, and is a partner in his late father-in-law's enterprises, and has two daughters married to young war veterans now taking G.I. college courses at Champaign, Ill.

Faricy boxed on his division's team, believes that the gym has killed more men than it ever cured, never bothers to diet, does not smoke, but will soothe himself with a highball if he fails to get under 100 in his occasional game of golf.

The Faricys are a South of Ireland family. If there are any Faricys in the country outside of the immediate W. T. Faricy clan, which includes six brothers, he does not know of them. The final "y" is given a pronounced double "ee" sound, but it isn't worth while making any puns about that. They have all been made before.



"The book says they're not
poisonous, dear"



The Meterman's Best Friend

DOG may be man's best friend, generally speaking, but to meter readers he always has been a pain—and in the most embarrassing places, too.

For years the Los Angeles Water and Power Department has attempted to solve the dog problem of their meter readers, not only out of sympathy but to eliminate time wasted by meter readers in climbing trees or vaulting over fences to get out of the way of pugnacious canines. At one time the department provided its meter readers with dog biscuits, but the appeasement policy didn't seem to help.

At last the Los Angeles utility says it has solved the problem. The dog-bite rate has been reduced to "an absolute minimum," according to a department official.

This has been accomplished by recording on the meter reader's sheet the dog's name at every home and his temperament. Temperaments are listed thus: 1. O. K.; 2. watch (be careful); 3. bad.

If a dog is inclined to be vicious, instructions are put down on the best way to handle him.

The Department has issued these general rules to its readers: 1. approach dog slowly; 2. call dog by his name; 3. talk to dog in a normal tone of voice; 4. get acquainted with dog; 5. avoid sudden movements or gestures; 6. if you think dog may bite, do not attempt to enter premises until customer is contacted.

The department holds meetings for new employees to discuss the canine situation. Emphasis always is placed on the fact that dogs, like human beings, must be treated as individuals. In following out its program, the utility has catalogued 100,000 dogs, making it one of the doggonest censuses ever taken.—HAROLD HELFER



Can you AFFORD to leave your RECEIVABLES UNINSURED?

YOU KNOW that a large percentage of your working capital is represented by your accounts receivable. Look at your own statement. Can you *afford* to leave your receivables uninsured . . . or could a jump in your credit losses wipe out your profits?

SOUND BUSINESS JUDGMENT tells you that your accounts receivable are important assets *at all times* . . . subject to risk *at all times* . . . should be protected *at all times*. That is why manufacturers and wholesalers in over 150 lines of business carry American Credit Insurance . . . which **GUARANTEES PAYMENT** of your accounts receivable for goods shipped . . . pays you when your customers can't.

TODAY, CREDIT LOSSES ARE RISING . . . following the same basic pattern that appeared after World War I . . . No one knows how far this trend will go. It is time to give more attention to your credits.

SEND FOR FACTS ON CREDIT LOSS CONTROL. Knowing the facts about American Credit Insurance and Credit loss control may mean the difference between profit and loss for your business . . . in the months and years of uncertainty that lie ahead. Write today for full information. Address: American Credit Indemnity Company of New York, Dept. 41, Baltimore 2, Md.

J. F. Fadden
PRESIDENT

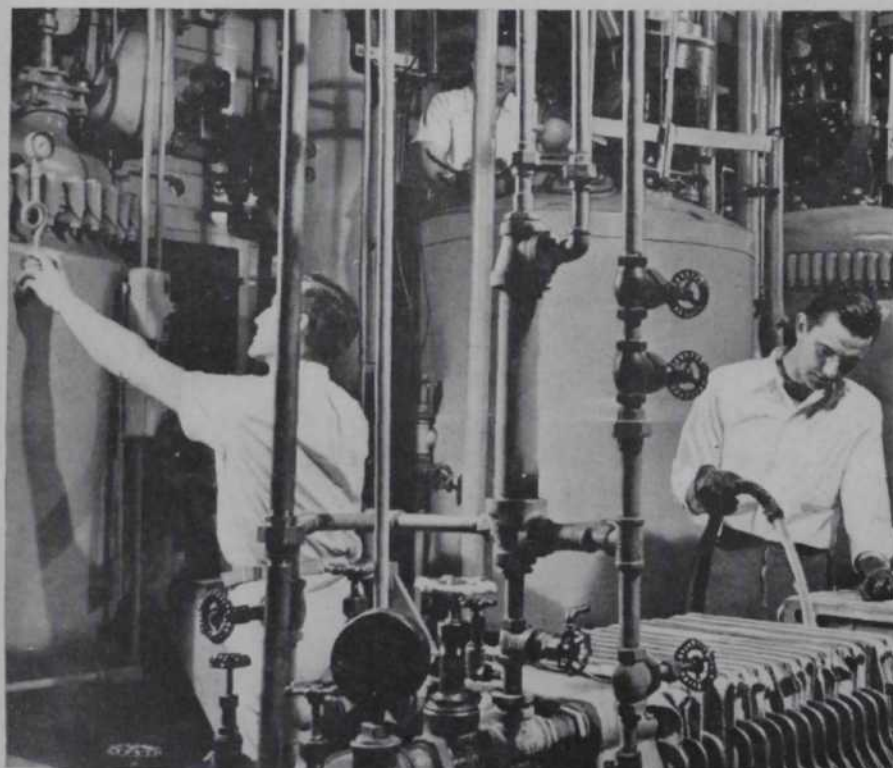
**American
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*Pays you when
your customers can't*



OFFICES IN PRINCIPAL CITIES OF UNITED STATES AND CANADA



Amino acids help speed surgical cases along the road to recovery



More than a score of companies are producing aminos commercially

Nature's Hidden Lifesavers

By ANDREW HAMILTON

AMINO ACIDS, for so long a chemical curiosity, have become a boon to all mankind

A YOUNG laborer in St. Louis lay badly burned on a hospital bed. He'd tossed a lighted match into an open sewer. Oil floating on the surface had caught fire—burning him and several other workers.

Doctors held little hope for his recovery. They knew he needed protein to restore the losses in his blood and to help his body repair damaged tissue.

One of the doctors had an inspiration. Turning to his colleagues, he said:

"The amount of protein this man needs is too large to be taken by mouth. Let's try amino acids in plasma."

Approval came quickly, although they knew the doctor's statement regarding the use of amino acids in plasma was something new in the treatment of burn cases. They knew, however, that these acids contained protein, and that if the patient got enough protein back into his blood, his system would start mending the burned tissue.

Acting speedily on the suggestion, plasma containing the acids was prepared and injected into the patient's veins. The move marked the first time that this treatment had been administered.

The man who made the suggestion was Dr. Robert Elman, a surgeon on the staff of Washington University School of Medicine in St. Louis.

Within a few hours the patient began to show signs of improvement. His temperature dropped,



Good News for Piano Movers

Where do you want it, "boss lady"? Moving it is easy.

Raise the lid and you'll see why. The strings are strung on an *aluminum* plate . . . 80 pounds lighter than the heavy metal plates which have made piano pushers puff all these years.

This wasn't an idea someone stumbled across in a daydream. Making this piano plate took time and all the aluminum experience and technical ability that Alcoa Research and Engineering could put against the job.

Alcoa metallurgists first selected a strong aluminum alloy to stand the terrific pull of the strings. Then, engineers worked out a lot of intricate problems in designing the plate to balance all stresses

from the strings and preserve rich tonal quality.

Most valuable of all was Experience . . . all the knowledge Alcoa has amassed in 59 years of working with aluminum.

Rich Experience. Forward-looking Research. Alert Engineering. Put them together and you have one of the big reasons why ALCOA . . . Aluminum Company of America . . . is the best source of the best quality of aluminum for every purpose.

ALUMINUM COMPANY OF AMERICA, 2125 Gulf Building, Pittsburgh 19, Pennsylvania. Sales offices in principal cities.

MORE people want MORE aluminum for MORE uses than ever

ALCOA

FIRST IN ALUMINUM

REG. T. M.





How to take it easy

The easy way to move a load is with a truck that's built to fit the load.

It's always easy with a Dodge "Job-Rated" truck. Facts show why!

Fact 1—It's easy because the truck has "Job-Rated" power . . . the right one of seven great Dodge truck engines for moving its load.

Fact 2—It's easy because the truck has a "Job-Rated" frame to carry its load . . . without stress or strain.

Fact 3—It's easy because the truck has a "Job-Rated" power line. Clutch, transmission, springs, brakes, axle and tires are "Job-Rated" for its load.

Such a truck lasts longer. It's more economical. It's safer. It's more dependable.

It satisfies its owner because it fits his hauling job. It's "Job-Rated!"

For the best truck investment you've ever made, see your Dodge dealer. Tell him what you haul and where

you haul it. He'll recommend the right Dodge "Job-Rated" truck for maximum economy—long life and dependability.

TRUCK SERVICE, TRUCK PARTS . . . IMPORTANT, TOO!

As a responsible businessman, your Dodge dealer is interested in your continued satisfaction: *First*, by giving dependable Dodge truck service when you need it; *Second*, by providing you with factory-engineered truck parts . . . identical in quality and workmanship with original Dodge "Job-Rated" truck parts. This is the Dodge way . . . your protection against costly delay.

Remember ONLY DODGE BUILDS "Job-Rated" TRUCKS
175 BASIC CHASSIS MODELS TO FIT 97% OF ALL HAULING NEEDS
(LIGHT DELIVERY UNITS TO BIG, HEAVY-DUTY HAULERS)

DODGE "Job-Rated" TRUCKS
FIT THE JOB . . . LAST LONGER

pulse rate slowed down. Recovery continued. Within a few weeks he was out of the hospital.

In the last ten years a number of so-called "miracle cures" by amino acids have been recorded in medical journals, few of which, however, have become known to the public. Until recently, experimentation and research have been confined largely to the test tube and laboratory. But soon you'll be hearing more about these amazing nutritional substances. They are now being produced commercially.

"Magic aminos" put to work

FIRST to prepare a successful mixture of amino acids for intravenous injection into humans was Mead Johnson & Co., under the direction of Dr. Warren M. Cox, Jr. Today 25 or more American pharmaceutical and chemical companies—including Standard Brands, Frederick Stearns, Squibb, Abbott Laboratories, Sheffield Farms, Arlington Chemical Co., Anheuser-Busch and Van Camp Laboratories—are readying amino acids for wider commercial sale. These "magic aminos," as some advertising copywriters have called them, are expected to become a serious rival of the multimillion dollar vitamin business.

Let's see how aminos have been put to work.

Amino acids have been used to alleviate several kinds of human disorders that do not readily respond to other treatment. These include burns, gastric and peptic ulcers, tissue starvation, cirrhosis of the liver, muscular weakness, bed sores and slow-healing wounds. During the war both Army and Navy doctors substituted amino acids for blood plasma as a method for intravenous protein feeding for patients unable to eat.

What are these amino acids?

As almost everyone knows, the human body is made up of (1) *fats*, which we get from butter, fat meat and cream; (2) *carbohydrates*, found in potatoes, corn and bread; and (3) *proteins*, which are plentiful in eggs, milk, lean meat and soybeans. Of these three, the latter are the most important. It is from proteins that blood, muscle, bone and tissue are built.

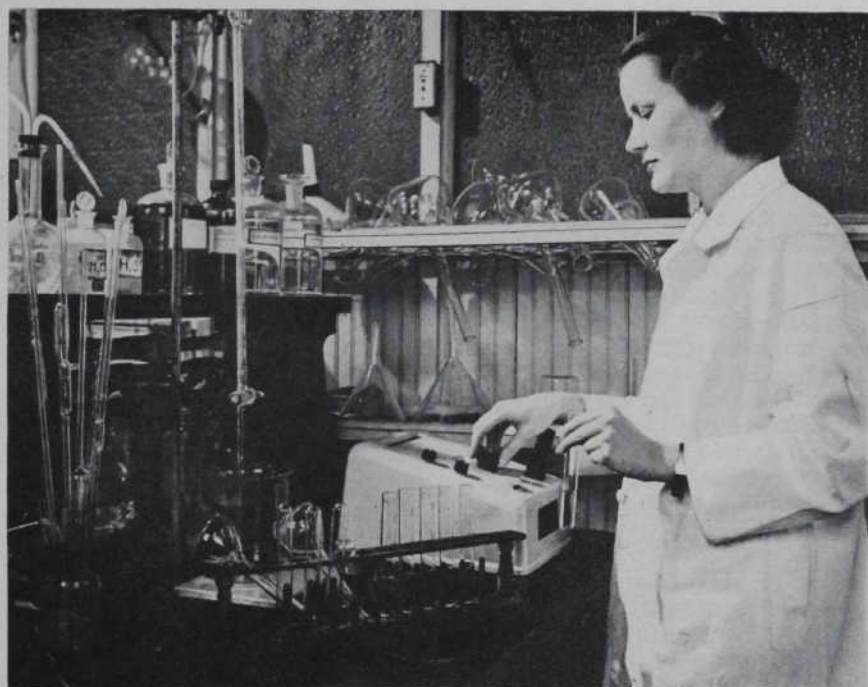
Proteins are made of complex combinations of amino acids. Under a high-powered microscope a protein molecule looks like a string of beads. Each bead represents a particular kind of amino acid. One string may represent Joe Louis' bicep; another a soybean; and still

another the blush on a young lady's cheek.

When you eat a beefsteak or a boiled egg, the hydrochloric acid in your stomach splits the protein into its component amino acids. The liver then rebuilds the amino acids into the kind of protein that the body can absorb and sends it via the blood stream to lungs, brains, stomach or wherever it is needed.

Think of amino acids, therefore, as concentrated, predigested food substances. They are the fundamental building blocks of life, so essential to growth and tissue repair. It is important to understand that they do not fight disease in the same manner as penicillin, the sulpha drugs and streptomycin.

At the present time a score or more amino acids have been isolated and named. There may be more. Instead of bearing convenient letters and numbers like the A-B-C vitamins, they possess jawbreaking names. For example, ten essential amino acids are:



A photoelectric colorimeter detects the presence of amino acids

lysine, histidine, arginine, methionine, leucine, isoleucine, phenylalanine, tryptophane, valine and threonine.

Dr. Joel B. Peterson of the Strong Cobb division of Standard Brands believes one of the most promising chemical and pharmaceutical attacks on problems of health, nutrition and old age lies along the protein-amino acid front.

"The world must change its food habits," he says, "and the adjustment of our protein intake is one

of the most important steps in that direction. This is a subject which should be of interest not only to the physician but to everyone alive. Just because an individual can walk, see, hear and work is no proof that he could not improve in one or more of these functions if given the proper food."

The clinical results, which already form a sizable and important mass of medical literature, are impressive.

Successful surgery often depends upon the nutritional condition of the patient. Surveys by Drs. K. A. Meyer and D. D. Kozoll of Northwestern University and others indicate that 22 to 63 per cent of all patients wheeled into an operating room lack a proper protein balance.

Dr. Frank Co Tui, a young Chinese-American doctor at New York University, was thinking along these lines when he noted that his well-to-do patients seemed to recover from operations quicker than his poor patients. He rea-

soned that the former had a higher protein balance before coming into the hospital. When he stuffed all his patients with amino-rich foods several days before and after an operation, he found a remarkable improvement in their recovery.

During the war, blood plasma was made from human blood. Now a number of researchers believe that in the future jars of synthesized amino acids will relieve some of the load on blood banks. Aminos provide the raw materials from

which the body can build its own supply of plasma. This amounts to almost the same thing in patients suffering from malnutrition.

Amino acids played another role in the immediate postwar period. They were used to provide nourishment for allied prisoners in German camps and for the sick and starved peoples of Europe. The shrunken stomachs of these human skeletons would not hold rich, whole food, but had to be fed predigested protein in the form of amino acids until their strength returned. The Dutch government has purchased amino acids for its people. UNRRA also distributed them in the Balkans and in China.

Aminos in the diet

IN THE nutritional field the importance of a correctly-balanced amino acid diet is receiving much attention.

Dr. William C. Rose of the University of Illinois, for example, has made studies of diets using 12 of his students as "human guinea pigs." Fed amino acids in the form of a lemon-flavored liquid, they tested the effects of essential aminos for from four to six weeks at a time. It was found that only eight of the ten amino acids necessary to maintain life in rats, mice and other laboratory animals were essential to man.

While the average person needs about 70 grams of protein a day to fulfill his amino acid needs, even larger amounts are required for children, elderly persons and pregnant women. An increase of about 50 per cent is recommended for these women. Dr. Winston W. Tompkins found that women who ate a half pound of meat a day, plus vitamins, had fewer premature births than those who ate less.

Elderly persons who lose their teeth and appetites often do not get enough protein. For this reason they tire quickly and often feel run down. Fortifying the diet of elderly persons with protein or amino acids is believed to be a way to increase the life span.

Several bizarre uses of amino acids have been suggested. It is too early to know whether they will prove successful or not. It is thought that one amino acid may arrest baldness while another may prevent male sterility. Aminos are believed also to slow down the rate of starch decomposition in the mouth and thus check tooth decay.

Amino acids are manufactured in two ways: (1) by synthesis from pure chemicals or (2) by hydrolysis from such protein-rich foodstuffs

as milk, yeast, beef, wheat, soybeans. The latter process is by far the cheaper and more practicable for commercial purposes.

Already companies are beginning to develop brand names. Mead Johnson's product goes by the name of "Amigen"; Abbott Laboratories have an amino acid hydrolyzate called "Aminosol"; Frederick Stearns is plugging "Essenamine" and "Parenamine"; Sheffield Farms is concentrating upon "N-Z-Amine" and "Edamin"; and Arlington Chemical Co. is producing "Aminoids."

One of the stumbling blocks to their manufacture has been in obtaining a sufficient supply of protein-rich foodstuffs to use in the hydrolyzation process. Lactalbumin, a dairy product, used to be of little value, but is in high demand today. One of the most promising sources of amino acids seems to be yeast that can be grown readily on molasses and ammonium salts. Fish waste and slaughterhouse by-products may also be used.

For the average, healthy person the best source of amino acids is found in natural proteins—such as milk, eggs and lean meat. When the stomach cannot digest these whole foods or when the body needs a large amount in a hurry, synthesized or hydrolyzed amino acids are the answer.

Aminos cannot be concentrated into small pills like vitamins. A normal dosage would be as large as a 50 cent piece. At the present time amino acids are given most successfully by injection or by nasal tube to the stomach.

In the future, though, we'll probably be taking amino acids in powder form. They range in color from white to yellow to brown. Experiments are under way to improve the taste of those which are disagreeable.

Protein little understood

ALTHOUGH protein was first discovered and named in 1839 by Gerard Johannes Mulder, a Dutch chemist, and amino acids have been known for many years, these essential building blocks of nature are probably the least understood of all substances that make up animal and vegetable matter.

In the century that scientists have been studying the characteristics and functions of protein, volumes of data have been written. But it is only within the last ten years that we have made any practical use of what were chemical curiosities for so many years.

Millions of dollars have been and still are being spent in research on

the amino acids—by drug and chemical companies, by the Government and by the Nutritional Council, composed of the large food processors and distributors.

One of the important centers for such research is under the direction of Dr. Max Dunn of the University of California at Los Angeles. Dr. Dunn has been studying these substances ever since he was a first-year graduate student at the University of Illinois. In 1935 he organized the Amino Acid Manufactures at U.C.L.A., a non-profit organization to produce chemically-pure amino acids. Some of the synthesized products are worth twice their weight in gold, up to \$1,000 a pound.

Dr. Dunn and the 20 or more young scientists under his direction recently turned to the development of a microbiological method of assaying foodstuffs for their amino acid content. Like many other problems of science which are being attacked in different places at the same time, the microbiological method was worked out almost simultaneously by Dr. Dunn, Dr. C. M. Lyman of Texas A. & M., and Dr. E. E. Snell of the University of Texas.

Better nutrition

NOW that biochemists are able to assay a foodstuff in two days where formerly it might have taken as much as two years, a vast new field of medical and nutritional research has been opened up.

"There is probably no individual alive, even in these well-fed United States who has had a scientifically-balanced diet from the time he was carried in his mother's womb until the time he died," says Dr. Dunn. "It is not enough to be in good health. With the nutritional knowledge that lies just around the corner, we may be able to produce men and women of superior health and mentality."

"Looking at the problem in another way, amino acids probably can be used to alleviate widespread famine and malnutrition. Adequate protein diets may be available to those who live in the wheat-eating areas of North America, Europe and western Asia. But in the corn and rice-eating areas of South America and the Orient, sufficient amino acids probably are not attainable. It may be that when we learn to manufacture amino acids on a mass-production scale, we may be able to bolster the health of the entire world."

That's a challenge worthy of the best in American science and industry.

Nickelodeon Days of Television

(Continued from page 38)

the zoo, and child actors are the darlings of the casting directors.

"Television is a meal ticket for many a beat-up vaudeville actor," says one Broadway talent agent, "and I think I've sent over every dog act on the road."

One New York station had a pig from somewhere in New Jersey that ran amok and wrecked the studio. The situation was further complicated when the stagehands' union declared that its contract did not call for handling livestock.

Producers of television dramas find that the novelty of pictures coming over the air soon wears off for the fans and that they start writing in for the kind of talent

set," "Blithe Spirit" and "Gaslight." They use capable actors for sponsored shows and pay a scale slightly higher than radio, they say. However, the actors rehearse six to ten times as much—for free—and work is far from steady.

Television is starving for original one-act plays, but it hasn't been able to find good writers willing to starve with it. Prices of \$25 to \$200 for scripts find no takers, while authors can sell similar work to the radio, movies and stage for thousands.

Television drama is more complicated—and expensive, for time on stage—than anything else in show business. It is like filming a movie, putting on a stage play and

suspending worms from long bamboo poles in front of fish.

Because the microphones are always in there listening, the director has to issue his camera and stage instructions by "walkie-talkie." He picks up his sound and musical effects on still another circuit. Up in the control room, he must manipulate all these separate systems at once.

Meanwhile, he has to juggle the camera images appearing on three separate screens and decide on the split second which image to send out on the air.

No reading of lines

TELEVISION needs actors with John Kieran memories. Parts must be completely memorized, because there are no scripts or prompters. This helps pile up expenses and may prevent the glib regularity of production achieved by radio.

Mental hazards have been added for prospective performers by a variety of bogeyman stories. It is reported that television actors have to wear red and green make-up to register on the screen. This is false. They wear the same panchromatic make-up used in the movies.

It has also been noised around that the lights are so hot actors faint all over the studios. When Henry Morgan, radio comedian, appeared on television he stripped off everything but his shorts before the control room cut him off the air. The lights are hot, same as in the movies, but the heat stories are exaggerated—Morgan notwithstanding.

On a one-a-week schedule, the NBC and CBS stations in New York have been putting on what television calls its variety show—a cross between slapstick comedy and old-time vaudeville. The acts include singers, dancers, comedians and assorted fugitives from the Orpheum circuit. It is the variety type of show that television expects will replace a radio show such as Fred Allen's. Comparisons are hardly possible, however, as long as television puts on an entire production for about what Fred pays a single actress.

Stern critics of television charge that it has already adopted most of the evils of radio, which can now be seen as well as heard. While waiting for the man to come with the cash, television has put on plenty of zany shows, most of them in the "low budget" class and a great many audience participation programs that depend on a live-wire master of ceremonies and a



For teaching people how to do things, television is hard to beat

they find in the films and radio. Until advertising picks up, television can't meet the prices and, on the rare occasions when it can, Hollywood usually has the star tied up to a contract that reads: "No television!"

However, New York studios, particularly National Broadcasting's WNBC, have put on some quality adaptations of such Broadway plays as "Angel Street," "Winter-

running off a radio program simultaneously. Three heavy cameras on trucks "dolly" back and forth frantically to catch close-ups and long shots of the developing action. Blinding batteries of lights, like those used in Hollywood, must be focused with just the right artistic shading. To pick up the voices, microphones on long-armed mobile cranes must be dangled in front of the actors, a process like

willing group of human guinea pigs.

Television has developed one type of audience participation show that seems to be in to stay. This is a quiz program in which the audience consists of set-owners themselves. Studio switchboards light up like Christmas trees the minute the show goes on the air and some of the faithful keep trying for \$5 prizes in the face of months of constant busy signals. Sears, Roebuck's "Visiquiz," coming over WPTZ in Philadelphia, and Bristol-Meyer's "Party Line" over Columbia's CBS-TV have been two of the most successful of the early examples.

"The remotes (out-of-studio pick-ups) are terrific," the fans say. "Where can you get a thrill like sitting in your own living room and watching a session of the United Nations Council? Or the President addressing Congress?"

The latest address of the President lost much of its staid dignity in one of those screwy slips that television can't cut out as the newsreels can. As the camera was trained on a massive door for President Truman's entry to give his "Truman Doctrine" address, some congressman wag took it upon himself to shout into the microphone:

"Open the door, Richard."

Television promises to take a lot of things from radio, but the newscaster is not one of them. Watching a commentator for as much as five minutes is deathly dull, so numerous diversions are used—animated cartoons, newsreels, graphs, sketches and people to interview.

Sports shows are good

WHERE the drama suffers from its inability to hire high-priced talent, sports gets the best performers in the field. Television's sports reporting leaves little to be desired. It gives you a better view than the coach has.

"You're like Branch Rickey with three sets of field glasses," says one sports follower.

One camera follows the home team, another the visiting club and a third—with a long distance lens—gets the close-ups. Radio announcers going on television have to learn their art all over again. There's no use explaining something that the man at the screen can see better than the announcer.

For the New York fan, Columbia has been televising all sports events at Madison Square Garden. This summer Columbia will send out 77 Dodger games while NBC

takes the Giants and DuMont takes the Yankees. NBC also broadcasts fights and last fall both CBS and NBC had football, as did the DuMont Studio, New York's third telecaster.

Television will be the biggest classroom the world has ever seen, some of the more fervent are fond of predicting. When Worthington Miner, television program director at CBS, looks into his crystal ball, it's sometimes a bit foggy, but there's one thing he does see and that's plenty of "how-to-do-it" programs.

"That's one thing television can do best," he declares. "Teach you how to cook, dance, draw, shop, even how to buy a car."

Dancing, drawing, shopping and cooking programs, already going regularly on the screen, are bearing out his predictions. The cooking program is a natural for the



free-spending food industry. Much of the food-show format was established by Borden's "I Love to Eat," which was on WNBT, with James Beard, television's first food expert, preparing whole meals with a running fire of comment. While he was building up the show, Mr. Beard sometimes had as his assistant nine-year-old Joan Lazar. Joan was a good assistant, but the sad fact is that she was there for another purpose.

"Kids are the best advertisers on television," an agency representative confides. "The look on a kid's face when he or she tastes something good is worth a thousand words. I must confess that I used to play a little trick on Joan, to make it even better. At rehearsals

I'd give her a scoop of mashed potatoes as a substitute for ice cream. Then on the program I'd give her the real thing as a surprise, and you ought to see her face light up."

Sponsors of shopping and fashion programs promise to save the little woman from killing herself running around to stores all day. She will need only to look at the television screen before leaving for the biggest bargain.

There are debaters to argue both sides of the question:

"Will there be afternoon programs like radio?"

Those on the negative side argue that women, who listen to radio while they work, can't stop to watch television. And they aren't going to stay home all afternoon to sit in front of the screen.

Warren Wade, television program director for NBC, is confident there'll be plenty of afternoon programs. Some of the shopping and food programs will be too valuable to miss, he says.

Advertising develops slowly

IT'S still anybody's guess how television will shape up on the business side, but it seems to have taken the same course as radio, where large advertising agencies handle accounts and stage shows for clients. Television, partly because it's so new and complicated, has done most of the staging to date and some of the studios say they want to keep it that way.

A few New York advertising agencies have been in the game from the start and offer competent services, but most are in the status of the plain-spoken New York agency president who confessed:

"I took one of the copy boys and gave him an office back of the men's room so we could put up a sign: 'Television Department.'"

High-minded station executives try to fight back the commercial evils of radio, but until a limit is set on advertising time, television promises to follow the same wayward path. Radio-minded agencies have been criticized for laying on too heavily with the audio when a little video would do the trick, but one agency representative answers:

"I want those words to follow the set-owner in case he takes a notion to get up and go out to the bathroom while the commercial is running on the screen."

Some agencies use "live" actors to put on the commercial but most put this little show on films for general distribution.

"We always use film," says one agency executive, "because we've

seen many a beautiful friendship wrecked because the actor made a sour puss when he tasted the sponsor's product."

Television will play hob with a lot of signboard advertising in sports parks, according to one agency man who represents a large sports sponsor. He winces for his client every time an outfielder backs up against a rival's sign to catch a fly ball.

"Take a place like Ebbetts Field," he says. "When they pick up all the games by television, signboard advertising will have to be removed."

What of the future of television?

The really big steps, the planners feel, will come only with the development of network broadcasting. Already New York is connected with Washington, Philadelphia and Schenectady stations, with a few of the best programs being passed along weekly. Boston and Philadelphia will be hooked in this year, with the construction of radio relay. Radio relay is expected to reach Chicago next year.

The hopes of the industry for nation-wide broadcasting rest on a line of coaxial cable A.T. & T. is laying from New York to Los Angeles. Estimates on its completion date vary from a year to three years. According to one self-appointed prophet, regional networks will be the first development—eastern, middle-western and western—and he feels these networks can reach enough people to finance the costlier shows.

Many problems to settle

BUT, even with millions of sets and plenty of advertising money to back it, television still has plenty of issues to settle before its future is decided. There are those who say it will make a dead duck of radio in six years. There are those who can't see how the movies will survive it. There are also those who laugh at both contentions.

Television must find out how it dovetails with these rival entertainment industries. It must set up pay scales with the unions. It must develop its own writers and program specialists. It must work out its own program patterns.

When he sits down to think of all there is to do, Ben Feiner, Jr., television program director for CBS, mops his brow and quotes Reginald, the sophisticated young philosopher of Hector Munro's "Short Stories of Saki:"

"Never be a pioneer," Reginald wrote a friend. "Remember it's always the early Christian who catches the fattest lion."

Kansas *REALLY* meets industry half way



The willingness and ability of Kansas to meet industry half way . . . and more . . . stems not alone from the people of Kansas; there are many other factors. Location in the very center of the nation and the continent, for instance, is one. Labor laws that

Living Conditions, too

In Kansas you will find open, attractive and inexpensive plant sites . . . detached, single family dwellings where employees have room to live . . . clean, smoke-free air and a climate that is wholesomely invigorating the year around. Natural gas fuel, abundant pure water, excellent educational facilities and varied recreation are other elements meriting consideration as features of Good Living Conditions.

work both ways, favorable tax legislation, freedom from franchise tax, and friendly municipal attitudes are others. Superior trans-continental transportation facilities by rail, air and highways, abundant fuel reserves, low cost power and unlimited resources in agricultural, mineral and metallic basic materials are other considerations that have attracted many important industries to Kansas.

The brochure, **Let's Look Into Kansas**, summarizes many interesting facts. Ask for it on your letterhead.



KANSAS INDUSTRIAL DEVELOPMENT COMMISSION

801-A Harrison Street, Topeka, Kansas



KANSAS *REALLY* MEETS INDUSTRY HALF WAY

Our Geo-economic Beachheads

(Continued from page 45)

embrace Arabia, Turkey, the Balkans, Iran, Tibet, Mongolia, Canada and western United States—roughly a band across the North Pole with the Missouri River (U.S.A.) and the Yenesei River (U.S.S.R.) as its extreme southern boundaries.

The United Kingdom and the eastern half of the United States would be outside. The former would be heartland for an area from the Scandinavian countries through Africa, and the United States would have what was left of the western hemisphere.

Thus, war and the turmoil of peace have put Russia, part of the United States and Britain, by way of Canada, into the same heartland as defined by the geopolitical doctrine in which Russia believes.

And Russia's goal is to convert the world to its own economic, social and political system. To that end it now absorbs its neighbors as "defense against capitalistic encirclement." With each advance of the frontier, the next country must be added for defense.

Even waiving considerations of

geopolitics, the United States could not ignore this challenge to its existence. Its own safety and its obligations to other nations demand that it defend itself.

New defenses are needed

THE Atlantic has ceased to be a military obstacle against invaders of this country, and the frozen north no longer serves that purpose for Canada.

The two countries can guard those frontiers but the United States, as the heartland of democracy, must also defend its southern border and the nations of South America which also touch the Atlantic. This means that the Atlantic must be made safe. Such safety requires bases on the other side of the ocean—nations which are allied with the United States.

The British Isles may be a solid buttress but, to be effective, the defenses must reach to the Rhine, the Scandinavian countries, Holland, Belgium, France, Spain, Portugal and Africa.

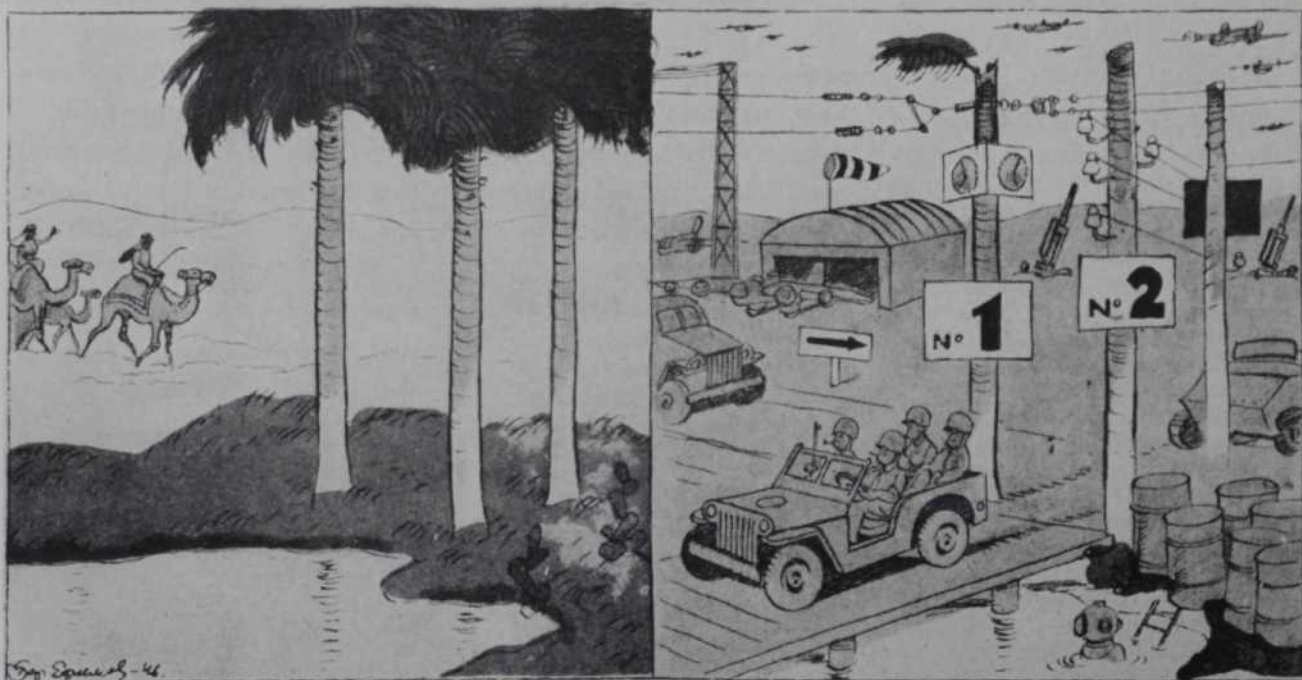
The eastern gateway of the Mediterranean is vital to such protection. Those who base their deci-

sions on past conduct more than on present conversations are convinced that such a defense is necessary. Strengthening Greece and Turkey thus becomes more than a humanitarian gesture. It is part of our own defenses.

In this there is nothing new. Through history, nations have established distant outposts to serve as first lines of defense or jumping-off places for attack. Communism, learning from history—Roman, Byzantine, Mongol, Moslem, the Holy Alliance and Czarist Russia—that religion can be joined with political power to unite empires, follows the time-tested technique.

Moscow has improved on ancient Spain whose missionary and conquistador went hand in hand to build a colonial empire. The evangelists of communism precede the conquerors as Fifth Columnists to soften up each country before it is added to the heartland of the Soviet Union.

In the Russian plan of conquest, political influence comes first. Then follows military control by the Red Army and political police. Economic warfare is the last consideration. In the end, since prestige cannot permit the vanquished to enjoy a higher economic level or a freer social system than the ruling power, the occupied country



В песчаных степях аравийской земли
Три гордые пальмы высоко росли.

Но есть достоверные слухи, что ныне
Три базы растут в аравийской пустыне.

This cartoon which appeared in the Russian humor magazine, *Crocodile*, attempts to show in verse that where "three proud palms" once stood, three military bases now flourish.

will be staked down to the economic level of the Soviet Union.

In American expansion, the steps are reversed. Military and political intervention are foreseen only as emergency measures.

Our weapons are economic—and never was a country so well equipped to fight an economic war as we are.

So, economic relations are the sought-for ties between us and our cooperating countries.

Mutual benefit through trade

THE first essential in these relations is that the raw materials which a nation lacks or which are insufficient within its own borders be supplemented by sources in other countries. We draw from many sources. The oil agreements with the Near East are the most recent example. Naturally, the Soviet Union and its clique in our country disapprove.

Trade agreements with other countries are another essential. Congress will argue on the extent of tariff reductions but there is no disagreement on the benefits of foreign trade.

The Soviet Union denounces our efforts for better trade relations as "imperialistic." In its own closed empire, trade is a government monopoly.

Trade promotes transportation, and a nation—to get the fullest return—must have its sea and air lines. Investments in foreign countries follow capital and technical help to develop resources and industry, to increase purchasing power, to guarantee political and economic security and to better the living conditions. Then follow cultural activities to cement good will: clubs and societies, fact-finding tours, exchange of students, and other efforts which are not valued in dollars and cents. With such relations, the stronger power clearly is responsible for protecting its own interests and obliged to support the weaker countries from military encroachments.

Such economic expansion benefits both a large country and smaller ones.

Diplomatic flagpole sitting requires skill. Our statesmen have had tumbles, though their performance over the years is far above par. Somebody is always eager to shake the pole and cheer loudly at the fall. The policy of slipping a billion to every country that holds out a hand, without asking whether friend or foe, has ended. There is little danger that we will go to the other extreme and domineer in the affairs of Greece

or Turkey in return for loans. Even with no interference in their internal affairs, we will be accused—and already are being accused by the Soviet Union—of imperialism and reducing the two countries to colonies.

Under the Soviet plan, reality soon replaces the promises of greater freedom and better living. Dividing big estates into little farms is only one illustration of how quickly a conquered country is remolded into the communist pattern. As the little farms will not be self-supporting, the national economy suffers. The owners will be blamed, their land taken away from them and merged into a collective farm, the old estate but government-owned. The peasant becomes another cog in the government machine.

Moreover, Russia finds that nationalism is hard to kill. Primitive people chafe under alien rule and for Europeans it is intolerable. The Finns were freedom-loving tribes in the time of Christ and still are. The Czechs lost 900 years of freedom at the battle of White Mountain in 1620, but it returned in 1918. Albanians, oldest of Balkan people (300 B.C.), shook off Turkish rule. Poland was partitioned but remained Poland to its people. As empire grows, rule by force meets more resistance. Moscow knows this, which explains why thousands who love freedom are being deported from satellite countries to be scattered over Siberia and Turkestan.

In contrast, our policy of encour-

aging economic expansion encourages national strength in all countries. The stronger power, if only for selfish self-interest, wants all associated nations to grow in national prosperity and to raise the living standards of their people. For this, political opinions, religious beliefs or social theories are unimportant.

One system levels off nations and their people; the other stimulates them to rise to higher levels and become stronger.

Waiting for our crisis

IN each of his recent audiences with Americans, Stalin has asked hopefully: "How soon is the next economic crisis coming in the United States?"

That is the awaited and hoped-for event. Lenin rode in on Russia's collapse and Stalin expects to ride farther when the United States stumbles. Social theories and day-to-day conditions can be argued or concealed. A depression can be hailed as conclusive proof to the world which system is superior.

The Kremlin plans to strike while the iron is hot before any up-swung comes.

Our executives and lawmakers can take a tip from Stalin. "Into what are we heading at home?" is the first question to be answered. Geopolitics and world planning will flatten out quickly for a country which cannot set an example in stability, prosperity and employment.



Will Retirement Be a Bore to You?

(Continued from page 41)

Dentist." Between times he taught himself to paint and, when he retired, he put on at least two one-man exhibitions which were successes in art-conscious Paris. The last years of his life were the happiest.

Library for mountaineers

NOT long ago a school principal in a southern city was retired. It had been his habit to spend as many vacation periods as possible in the mountain region where he was born, not merely to hunt and fish, but because he loved outdoor life. During the last 20 years of his professional career he had been buying books according to a definite plan. When he went back to the mountains he opened a free reading room. In addition to the several thousand books in his library—most of which had been bought over secondhand counters—he subscribed to magazines and two big-city newspapers.

A painted sign on his door read: "If you want to bring in a stick of wood in cold weather to keep the fire alive it will be welcomed."

Now he is the most contented man in the hills. When he feels like shouldering his rifle, the reading room door is left unlocked. He hopes that now and then an unusual boy or girl will appear and he will be able to help him a little along the way. But he is not looking for new talent. He only feels, as he has felt all his life, that his own people are the best on earth and that if they accepted books as instruments of living as happily as they do fiddles and sixshooters, the southern mountains would prove to be a reservoir of talent.

One of the absurdities of the retirement tradition in the United States—perhaps the chief absurdity—is that it is so formalized. The general idea is:

"You're 65 years old, and so out you go—"

One man may be young at 65, the man at the next bench older than Sitting Bull. It does not seem like good sense for a corporation voluntarily to lose ten or 15 years' productive labor in the case of the young-old man in order to pin the "retired" sign on one whose legs may not be as good as they used to be. Fifteen years ago one corporation reluctantly superannuated a 65 year old head of a department

in obedience to the rule. The man had known for a long time the day and date when the ax would fall.

So he went to another company—one not bound by hard and fast rules—sold them his story and went on the payroll at more money than he ever had made in his life. Now he is 80 years old and has resigned his job—but not because he feels himself incapacitated. He is actually going to a third company to do something he wants to do, and which he has been planning for four or five years.

One of the notable scholars in the Government at Washington retired not long ago, because a rule



is a rule, and the mere fact that he knew more of his specialty than any other man in America could not be permitted to change the verdict. He had planned to tramp through the mountains down South and check on certain economic theories he held. But at almost the last minute his legs went back on him.

This man may never toil through the mountains on foot, but he is busy as a beaver gathering information by mail for a book he proposes to write.

Most men get their first warning that age—real, quivering, cross-patch age—is on them when their knees begin to shake.

Cordell Hull was so ill at 75 that he resigned as secretary of state. He is now at work on the second volume of his autobiography.

At 80, former Secretary of War Henry Stimson has almost finished

his story of the war from where he sat. One of our great surgeons once said he felt a surgeon should cease operating at 70.

"His hands may be getting shaky," he declared.

But few doctors quit practicing at 70. They are much too interested, and so they go on doing everything but operate. The same surgeon knew an oculist who had done his best to destroy every record of his real age. The surgeon did not know the old gentleman's precise age when he fell dead on the golf links, but years before he had admitted that he was 80.

Another surgeon retired with a bang and went to his farm and his horses. It is true that he does not jump his horses over six-rail fences now, but he is having the fun he had anticipated for years in leaping them over lower fences, and between times drives to the city to tell younger men just what to do when the anesthetist has done his work.

There's the trick—just as Dr. Dublin pointed out—keep on being interested. Make your plans for that interest in advance.

A hobby put to work

MERRILL Hutchison retired in Minneapolis with plenty of money and lots of energy. He became interested in real estate, began building houses.

He had always liked to work with tools. So he made a miniature model of the home he would like to build.

Now he has 70 model houses, every one just big enough for a doll. The prospective buyer lifts off the roof and sees the house that is to be, complete in every detail down to furniture and even dishwashing machines. The toy houses that had been planned as a part of Hutchison's scheme for entertaining himself have proved an enormous success and he is building and renting them for display in banks and department stores.

Hutchison is out of retirement. He has obeyed the generalization offered by Roger I. Lee, M.D., president of the American Medical Association of Boston, who suggested:

"Men should develop some occupation, some interest, some hobby, if you will, that will make them of some use."

Those who do not make plans in advance of retirement, or do not make plans that fit, are likely to find themselves acting late, and last-minute inspirations are not always good.



The harness horse fan's big moment: The stretch drive in a close race

Hanover's Pace-Setting Hobby

By LABERT ST. CLAIR

THE manufacturers of a popular shoe find that raising horses for pleasure also can turn out to be a million-dollar business

A HOBBY of breeding and selling harness horses for racing has, during the past 20 years, developed into the largest business of its kind in the world for the owners of the Hanover Shoe Farm at Hanover, Pennsylvania.

At a recent annual sale of light harness horses at Harrisburg, Pa., by an organization headed by the Hanover interests, 548 animals were sold for \$827,220. These receipts far outstripped those of any previous harness horse sale. Of the total, \$236,900 resulted from the sale of 77 yearlings bred and raised on the 1,800 acre farm, just outside the homey little city of Hanover. Further, the receipts brought the total earnings of the farm, from breeding and racing horses, to a lifetime mark of more than \$1,250,000. One colt at this last sale brought \$21,000, and the average for the lot was \$3,076.50 each.

Horsemen who had devoted their lives to harness racing were amazed at the 1946 Hanover prices. Even Lawrence B. Sheppard, active head of the farm, was surprised and pleased. But it was not the money that gratified him most. It was the fact that



One of Hanover's brood mares and her foal

the chief purchasers were harness horse lovers who long had been buyers, not gamblers seeking a new medium of chance.

Veteran followers of the game declare that the Hanover farm, owned by the famous shoe interests,

KAISER ALUMINUM

HOW PERMANENTE METALS—IN A SINGLE YEAR—HAS BECOME A KEY FACTOR IN AMERICAN INDUSTRY—PRODUCING 175 MILLION POUNDS OF KAISER ALUMINUM!

One year ago, for the second time in over half a century, a new force stirred the aluminum industry.

After careful planning and organization, The Permanente Metals Corporation—led by Henry J. Kaiser and associates—started to carve out a permanent place in the aluminum world.

The first objective: To produce aluminum in tremendous volume and thus offset the shortage which was then crippling the production of finished products.

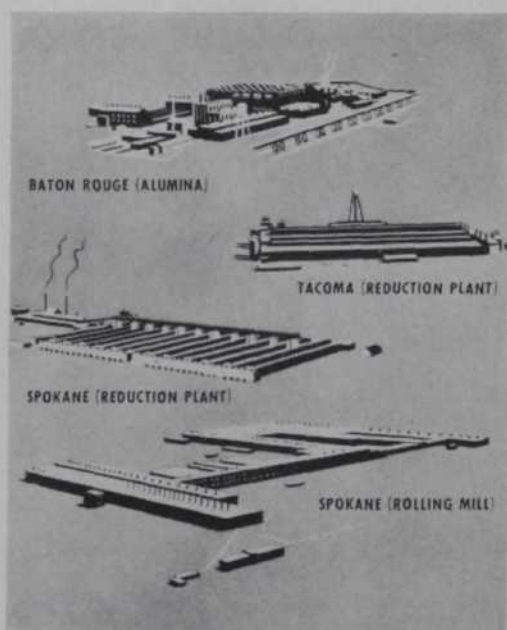
That this objective was achieved . . . and surpassed . . . is revealed by one statistic—175 million pounds of plate, sheet, and strip aluminum in the

first year. Almost as much as the entire industry produced in the most productive year before the war!

The pictures and text on these pages *partially* reveal how this was done.

What they cannot hope to portray is how administrative vision, technical skill, and a completely coordinated operation combined to make such production possible.

This same combination is now achieving Permanente Metals' second objective—to make Kaiser Aluminum, already second to none, the finest in the land!



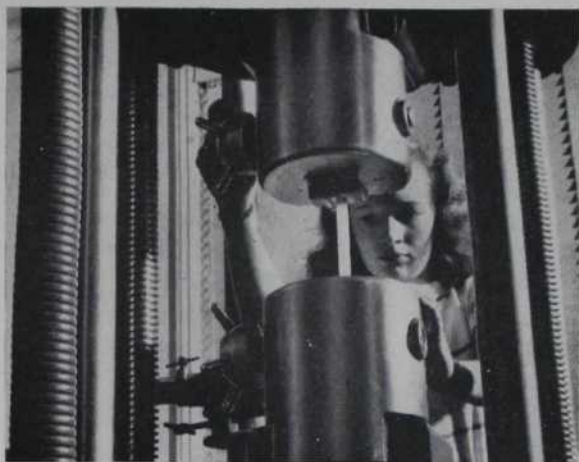
1. From bauxite processing to finished product—This chart gives a step-by-step picture of Permanente Metals' aluminum operation . . . which controls the production of quality aluminum from its huge bauxite processing plant at Baton Rouge, Louisiana . . . through its mammoth reduction and finishing plants at Spokane and Tacoma, Washington. Such integration assures fast, reliable service.



2. Preparing the "pig"—Operating eight modern pot lines, Permanente's reduction plants at Spokane and Tacoma, Washington, can turn out over 700,000 pounds of pure pig aluminum daily. This pig aluminum is then sent to the rolling mill, also in Spokane, where it is converted into alloyed ingots and then rolled into plate, sheet and strip.



3. Down the "hot line"—Permanente Metals' 53-acre Spokane rolling mill is one of the largest, most modern plants of its kind in the world. An example of its up-to-the-minute equipment is the "hot line," the giant rolls which convert alloyed aluminum ingots into sheet. This rolling mill is capable of producing 288 million pounds of Kaiser Aluminum a year.



4. Quality first—With production reaching new peaks, Permanente Metals is now concentrating on producing the highest quality aluminum ever offered to manufacturers. Constant chemical and physical tests plus infinite care in handling assure that customer requirements are not only met, but exceeded.



5. Ready to go—Here is the result of just one day's rolling mill production of Kaiser Aluminum. Ready to ship, it will go into aircraft, buses, building materials, house trailers, appliances, garage doors,

kitchen utensils . . . will be welcomed by scores of America's leading manufacturers who rely on Permanente Metals for quality aluminum, fast, dependable deliveries, and an eagerness to be of service!

Ready to serve you—*today...*

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has succeeded largely because the owners never have made profit their primary object. Rather, as lovers of trotters and pacers, they have tried to improve the breed and have gone far toward accomplishing that end.

The manner in which the farm owners have taken both their financial losses and gains over the years shows their true heart interest in their horses. Back in the late '20's when Hanover colts were newcomers at the annual Old Glory harness horse sales in New York, their breeders lost plenty. In those early days, I often saw Lawrence Sheppard watch one of his youngsters knocked down to a

bidder for the price of a work horse with the same composure that he greeted the recent sale of his \$21,000 colt.

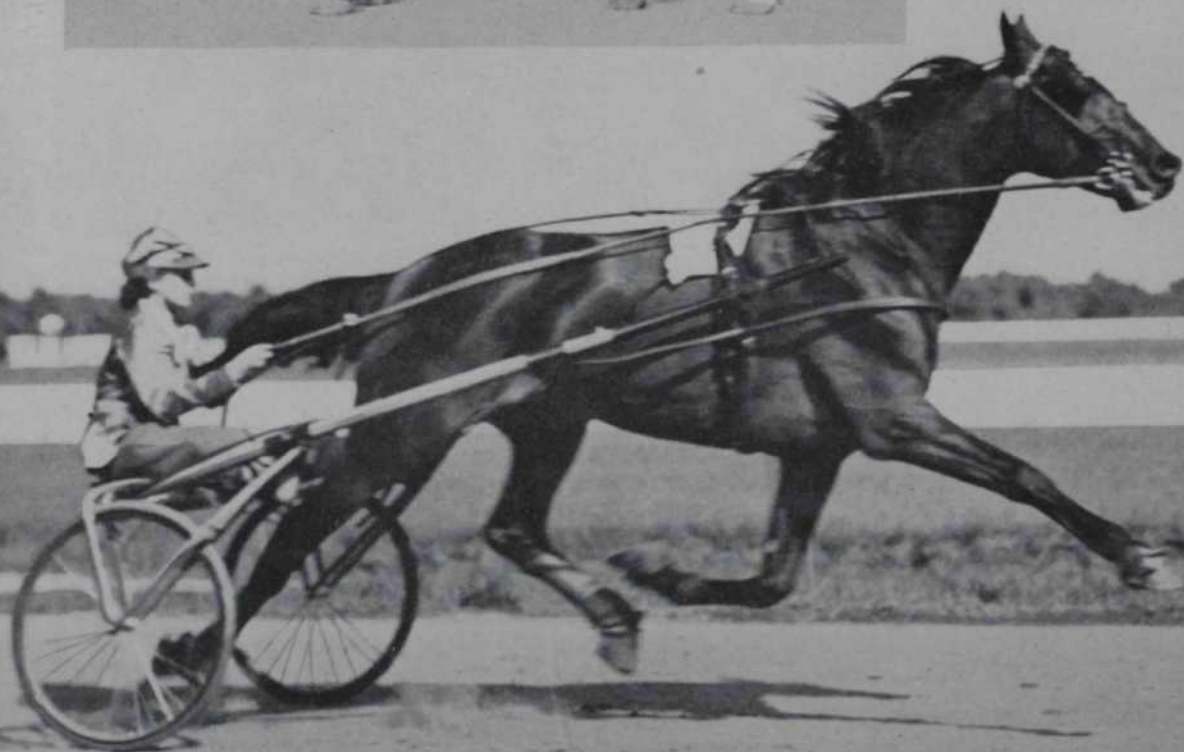
Likewise, I have seen him drive one of his horses to victory for a part of a \$200 purse with the same pleasure he later displayed on three occasions when his horses won the renowned \$40,000 Hambletonian purse on the Grand Circuit. Hanover's Bertha won in 1930; her daughter, Shirley Hanover, in 1937—and McLin Hanover in 1938.

Horses long have played important roles in the lives of the Sheppard and Myers families, joint owners of the Hanover shoe and horse establishments. The founders, H. D. Sheppard and C. N. Myers, drove and loved horses from their boyhoods and, though both are now advanced in years, their interest remains keen.

As a young man in Indian territory, Sheppard rode horses, associated with cowboys and dreamed of more prosperous days to come, always with horses trotting gracefully through his dreams. The year 1899 found Sheppard and Myers, who had been a former Melrose, Md., country store employe, taking over a locally owned and shaky shoe factory on a shoestring. It



**Billy Direct, world's fastest
harness horse of all time**



Alma Sheppard, when a girl of 11, drove Dean Hanover to a new record for three-year-old trotters

soon became a prosperous wholesale outlet. Then came the start of their present retail chain—a little store in York, Pa., some 20 miles from Hanover. The partners divided their time between the Hanover factory and the York store, making the 40 mile round trip by horse and buggy.

When prosperity began to smile on them, both bought the best harness horse and buggy outfits for family use they could buy and, later, began to race their own horses in amateur matinees and minor professional events, mainly at county fairs.

Then a wholly unexpected event catapulted them into the harness horse business.

Good string of horses

OVER at Paoli, a suburb of Philadelphia, in 1925 a wise horseman, Alexander B. Coxe, died and, in 1926, his small but good band of trotters and pacers passed into Hanover hands. These 27 mares and a few colts were destined to become the nucleus of the present large and famous Hanover strain.

Coxe was a farseeing, independent-minded breeder. At Lexington, Ky., in 1911, he determined on a new breeding policy. It was to select the finest mares he could find, breed them to the best obtainable stallion blood for early speed, keep the best for further breeding and sell the culls. Sticking doggedly to this program, he soon produced more trotters that could do the mile in two minutes and five seconds than any other man ever had bred.

When Coxe died, his string was thrown out of training and it seemed that the promising venture was doomed. But the shoe manufacturers bought the stock and moved them to Hanover. Included were the mares, Miss Bertha Dillon and Miss Pierette, and the stallion, Dillon Axworthy.

As a result of intelligent breeding, principally from the original Coxe stock, and the purchase of top stallions, the Hanover farm stable has advanced to its present front rank.

Noted stallions stationed at the farm over the years include Mr. McElwyn, the first two-minute sire of a two-minute horse; Calumet Chuck, sire of the first two-minute, two-year-old trotter; Billy Direct, world's fastest harness horse of all time; Dillon Axworthy, sire of three two-minute horses; Spencer Scott, world's champion trotting stallion; Dean Hanover, former world's champion three-year-old

trotter on a mile track; and Guy McKinney, winner of the first Hambletonian stake.

Stock bred at the farm during 1945, the last full year for which complete official records are available, won \$343,013.86—or something like four times as much as any other single farm representation at that time.

Hanover farm never has hesitated to breed its mares to stallions owned by other farms. For instance, it sent some of its best blood to the court of the late Peter Volo, a Kentucky-owned horse commanding the highest stud fee in the world, \$1,000.

Sometimes, too, Hanover money has gone for gelding blood that never could be reproduced. There was Peter Manning. He was trotting champion of the world for a decade and a half but, being unsexed, never could be used for breeding. Nevertheless, the Hanover farm, without hesitation, laid \$25,000 on the line for him. Peter was worth it as an attraction. He held the trotting championship mark at 1:56 $\frac{3}{4}$ when the farm bought him and that mark stood for 16 years. While at Hanover he cut the two-mile record to 4:10 $\frac{1}{4}$. He never started against a record mile mark that he did not reduce it and, like Man o' War, met only one defeat in his career.

The great trotter died at 27 years.

Unpredictable horses

AN old saw in harness circles declares: "There is only one thing we ever know for sure about a horse and that is that we never know anything for sure about a horse." A page from the history of Dillon Axworthy, foundation stallion of the Hanover string, is a case in point. He was a wonderfully bred animal, a consistent trotter and the sire of 130 horses with marks of 2:10 or better, a record once expected to make his future secure. But, in the unpredictable pages of racing history, he will best be remembered, in all probability, mainly as the sire of a trotting stallion, Dean Hanover, that was driven to undying fame by an 11 year old girl in a race against time.

She was Miss Alma Sheppard, daughter of Lawrence Sheppard. As a child, less than five feet tall and weighing only 90 pounds, she drove the powerful bay horse the fastest mile ever recorded up to that time by a three-year-old trotter. The exhibition took place Sept. 24, 1937, at Lexington, Ky.

Dean, today an outstanding sire,

was not considered much as a yearling. Offered at the Old Glory auction sales in New York in 1935, he brought only \$410. His buyer was H. Stacy Smith, a 240 pound Short Hills, N. J., banker who drove his own horses.

Smith usually drove with his chunky right leg hanging down in the sulky, which was considered highly unorthodox, but he got speed out of his horses. In fact, Dean Hanover, renamed "Mr. Watt" by Smith, set a two-year-old record of 2:05 on a half-mile track with the result that Lawrence Sheppard gladly bought him back for \$20,000 the day after Sheppard had won the sum in the Hambletonian with another horse.

Dean was not entered in the Hambletonian that year, 1937. Had he been he probably could have won it wearing a feed bag on one foot. He simply outclassed all other three-year-olds that year by a country mile.

A record in trotting

HANOVER farm soon began to realize handsomely on its repurchase of Dean. He won many races under the wily guidance of Driver Henry Thomas, and, what was more important, quickly became a great favorite with the Sheppard children. Particularly Alma. She spent hours daily around Dean's stall.

Even then, Alma was a veteran horsewoman, driving a sulky with regular steel stirrups for her feet.

She particularly loved to drive Dean. And he liked to be driven by her. He was large, weighing probably 1,100 pounds in those days. He never gave anyone trouble. He was quiet as a plug.

There was no advance announcement in Lexington of the Alma Sheppard mile which was to make harness horse history. Three days before the opening of the Lexington meet, she drove Dean a trial breeze in 2:10 $\frac{3}{4}$, but was not satisfied with the time. She was positive she could drive him faster and so told Grandfather Sheppard, her father, Henry Thomas, and everybody who would listen.

On Friday of the big meet, they promised they would let her try it. Henry Thomas was to follow her driving a runner, carry a stop watch and tell her just how fast to rate her horse through each quarter mile. That was all the help she was to have. As for the actual driving, she was to be on her own.

Wearing one of her father's far-too-big driving costumes with a cap that slid down around her ears

and with coat sleeves pinned up, Alma took her seat in the sulky, drew the reins over Dean, scored twice and was away on a smooth and rhythmic beat. Behind her charged Thomas, pushing his thoroughbred, and clearly but evenly calling instructions.

The quarters were clicked off with the precision of an expensive watch: 29½ seconds, 58½ seconds, 1:28½, and, finally, the mile in 1:58½. A new world record!

As calmly as if she had ridden a velocipede around the block with playmates, Alma turned her champion around, trotted him back to the wire, dismounted, picked up her rag horse and started to leave the track. She was, it appeared, oblivious of the throng of photographers, reporters and men and women of all ages who alternately cheered, tried to shake her hand, patted her on the back and cried.

Miss Alma is a young woman now. Her interest in horses still is deep, but she hasn't time to drive them. To the followers of harness racing, she still is a shy little girl with safety pins in her sleeves and magic in her hands. Nor are the fans the only ones who remember her. Throughout the country, whenever veteran drivers gather to thresh over old races, they still talk about Alma and her mile.

The Sheppard family, however, is convinced that Alma and Dean went a better mile in 1938, at Agawan Park, Springfield, Mass. There, on a track 80 feet longer than the Lexington course, they hung up a mark of 1:59¾, or some eight inches per second faster than she drove at Lexington.

Lawrence Sheppard also has driven Dean various record miles, including the fastest three-heat trotting race in history. These heats were done in 2:00¼, 2:00½ and 2:00¾ in 1937.

Barred from a race

THE manner in which Billy Direct, pacer, now standing at the Hanover farm, became the fastest standard-bred harness horse in the world was unusual. But for an odd quirk of fate, a false start that excluded him from an ordinary race in which he was entered at Lexington, he might never have been the champion of champions that he is today.

Until Billy broke all existing harness horse records for the mile, Sept. 28, 1938, he never was looked upon as a truly great horse. True, during the previous year he had set a new record of 1:58 for a third heat in a race. But that was a long

way from Dan Patch's pacing mark of 1:55¼ which had stood for 33 years, or since 1905.

Nobody expected Billy to break or even go after Dan's mark that fall day in Lexington. He was entered in a rather ordinary pacing event with several other horses, all of which he outclassed. There was a mix-up at the wire, after which Billy was declared technically out of the contest. His driver, Vic Fleming, drove back to the judge's stand and requested that since Billy was in good shape and the day was fair, he be permitted to send the pacer a mile against time.

The starter and judges approved. With only a handful of persons in the crowded grandstand realizing what was happening, Billy, piloted by Fleming and paced by two running horses hitched to sulkies, was off on what was to become the fastest harness mile in history—29 seconds for the first quarter; 58 seconds for the half mile, 1:26¾ for the three quarters, and 1:55 for the mile.

Unlike Dan Patch, which carried on in exhibition miles for years after his fastest marks, Billy within a short time went into retirement and to stud. Also unlike the immortal Dan, Billy has proved one of the truly great sires of all time. Although his oldest progeny now are only six years of age and his best one but three, all of his get are in great demand. Seventeen of them sold at the recent Harrisburg sale for an average of \$3,505.88, the second highest priced group of the sale.

Billy's best offspring to date is Ensign Hanover, a three-year-old pacer out of Helen Hanover, a trotting descendant of some of the original Coxe stock. Ensign Hanover at two years was the greatest money winner in the history of harness racing. He won 11 straight events for purses totaling \$66,052. He continued his winning ways at three, in 1946, and finally suffered his first defeat at the hands of another Billy Direct colt, Direct Express, after 18 consecutive victories.

In the \$50,000 Golden West free-for-all pace in May at Hollywood Park, Calif., richest pacing event of all time, Ensign Hanover placed third in a field of 13. The race was won by April Star which covered the mile and a quarter in 2:32, a new world mark. Red Streak was second. Ensign was wintered in Florida and started in the big race after a quick transfer to California. His admirers insist he may not have been fully acclimated.

At the end of 1946 Ensign Han-

over had won 23 out of 25 races. He cost his owners, Mr. and Mrs. James B. Johnson, who control a large slice of the Dodge automobile millions, just \$3,300 at a Hanover auction. They turned him over for training to the shrewd Hoosier reinsman, Sep Palin, developer of Greyhound, 1:55¼, the world's champion trotter. The rest is history.

Record for two-year-olds

A LIFE-LONG dream of many a trotting horse enthusiast came true when Calumet Chuck, a Hanover horse, sired the first two-year-old trotter to race a mile in two minutes flat. In countless arguments through the years, the feat was declared to be impossible. In 1944, however, Titan Hanover, owned jointly by Ebby Gerry and E. Roland Harriman, turned the trick. Later he won the Hambletonian and then set a mark of 1:58 for a mile. After that something went wrong with him and in 1946 he failed to sustain his early speed. Many think two minutes was too fast for a two-year-old. Only Titan has done it. After an unsuccessful start in May, 1947, he was permanently retired to the stud.

In a mile and an eighth trot race also at Hollywood Park in May, Titan Hanover broke the world record for that distance. His time was 2:16½, shattering the 2:16¼ mark established 22 years ago by Cupid's Albingen.

During World War II, Lawrence Sheppard spent much time in Washington and abroad, "shoeing the Army." As head of the leather and shoe division of WPB, he directed the annual output of between 50,000,000 and 60,000,000 pairs of service shoes. At the request of General Eisenhower, he was lent to the War Department, and for services abroad received the rare "Medal of Freedom" for "exceptionally meritorious achievement."

Harness racing is far more extensive here and abroad than is generally realized. Business men in the main are its big supporters.

Among the owners of large stables are the James B. Johnsons of the Dodge family; E. J. Baker, inheritor of the John W. Gates fortune; W. N. Reynolds, the cigarette maker; E. Roland Harriman of railroad fame; Lee McNamara, railroad supplies; and many contractors, automobile dealers, newspaper owners, and others.

It's a rare track anywhere on which you do not find a Hanover bred horse.

What Western Europe Thinks of Us

(Continued from page 35)

wage earners can now, with few exceptions, obtain all the food and clothing they want. Our farmers, he agreed, may have plenty to eat, "but not the urban proletariat."

In the cities, he had read in the party press, the wage earners are usually homeless and undernourished, demonstrating hopelessly against soaring living costs, persecuted by the police.

America is misrepresented

"DO you not have dreadful slums and a great shortage of workers' dwellings?" he inquired. And when I could not deny it, my Communist friend crowed with triumph. "Why not come clean on the whole story?" he asked. "Why all this capitalist propaganda to try and hush up your depression? We know you have 5,000,000 unemployed and that the number is increasing daily."

This Communist effort to discredit American capitalism is having the unexpected result of making the European worker more apathetic about his lot than might be the case if he were well informed about conditions on this side. That is the more true because the Socialists also emphasize American strikes, and ignore the relative ease of living, since to do otherwise would indicate that capitalism, for all its defects, has something to offer the wage earner which socialism cannot supply. A French journalist told me of the editing recently given one of his articles in a Socialist paper. "The British," he had written, "are living on American charity, as we are." *Comme nous*, his closing phrase, did not appear in print.

The British Labor Government is more forthright in emphasizing national difficulties than is the case with its counterpart in France. "We Work—or Want" say posters now displayed in every factory by government order. But the campaign to increase production does not emphasize the dire need which threatens to make the coming winter in Britain even more

serious than that of 1946-47. On the contrary, such recent Labor Party measures as raising the school-leaving age from 14 to 15, and making the five-day week mandatory in the nationalized coal mining industry, deceptively indicate that the need for production is much less serious than is actually the case.

The fact is that privation and regimentation have now become matters of course for the great majority of Europeans. Visiting some French friends I mentioned to the 12 year old daughter of the household that in the United States no "tickets" are needed to buy bread.

"But then how do you get it?" was her perplexed question.

The free market has been so

the reaction is by no means uniform. Many business men, hampered by shortages, harassed by directives, ground down by taxation, say fatalistically that socialism has come to stay in western Europe.

"Free enterprise was great while it lasted, but here it is finished," a titled Scottish contractor told me. "Neither of my sons wants to carry on my business. One of them trained for the R.A.F. in Canada and he expects to settle over there. The other is headed for the civil service. He'd rather think up questionnaires than answer them."

The idea of emigration is uppermost in the minds of many young Englishmen, especially those who find it difficult to settle down to ill-paid, unpromising civilian jobs after years of wartime service outside the country. A popular London newspaper has been running a series of articles on the subject, and all its delivery trucks carry

big signs reading: "Shall I Emigrate?"

The answer is not wholly a matter of personal volition, because neither the Dominions nor the United States show disposition to welcome penniless newcomers and, when the would-be emigrant has funds, there are stern restrictions on getting them out of the country. Moreover, at present, there are few ships to carry people away from Europe. The Orient Line now has one passenger liner sailing to Australia as against eight in regular service to that Dominion before the war. Emigration to the French and Dutch colonies has been practically

cut off by the fire of colonial unrest which is burning from Indonesia to Morocco. So America is now eyed with the more interest by the sons of many impoverished families.

Nevertheless, a rather surprising number of those western Europeans who appreciate the greater comfort of American life are wholly content to remain in the stricken continent. This attitude is common among writers, artists and teachers and seems even more pronounced among the clergy, both Protestant and Catholic. These groups are more critical than envious of our material prosperity. When conversation is frank you will hear it charged—repeatedly



long abolished, in so many commodities, in so many countries, that a generation wholly unfamiliar with its operation is growing up. And, where the black market flourishes its patrons do not discuss its operation in the home. The Gestapo got too much information in this field from children.

Socialism is winning

THE immature, the uninformed and those with a professional interest in destroying the capitalist system, for different reasons ignore the glaring contrast between living conditions in western Europe and those in the United States. And among those who know the facts

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edly, and in every European language—that Americans are a dissatisfied and discontented people, with a highly developed acquisitive instinct but no interest in ideas unless these have a direct mechanical or commercial application.

A new Renaissance

EUROPEANS with sensitive minds see the possibility of, and are eager to participate in, a new Renaissance—a cultural "rebirth"—which may actually be the more probable because physical deprivation is everywhere so pronounced.

Unquestionably there is intellectual ferment in postwar Europe. Swiss publishers, in particular, are bringing out many thought-provoking books, with special emphasis on those recently written in Germany, about which we Americans as yet know virtually nothing. While bookstores in American cities still feature war reminiscences or detective stories, those in London, Paris and Geneva have window displays of Marcus Aurelius, St. Augustine, Aquinas and the lesser Medievalists. With so many of their towns in ruins numbers of Europeans, Catholic and Protestant alike, have turned back to the great guide books of the undying City of God.

The European intellectual is politely sceptical if you tell him that a similar spiritual regeneration, though more embryonic, can be detected in the United States. He is prone to judge us by our "digests," our "comics," our "hot" music and our movies. Much of the bitter criticism of the latter in England is due not merely to the necessity of conserving dollar exchange, but rather to the utter banality of the average American film. It was summed up for me in the bitter observation of a crippled English flyer.

"I wouldn't so much mind being a crock," he said, "if I had been hit while bombing Hollywood instead of while bombing Dresden."

Along with doubt as to the depth and quality of American culture one finds, among European intellectuals, a haunting fear of our scientific power, always centering on the atomic bomb. In England this anxiety is particularly pronounced and Londoners predict openly that, in the event of a war between the United States and Russia, their fate would be that of a larger Hiroshima. Therefore, if there should be war between the colossi of the West and East, many Englishmen of all classes would urge

neutrality for their country, forgetting that they deemed this policy disgraceful for the United States when Britain was at war with Germany.

There is, however, one notable exception to the prevalent European belief that America is philosophically sterile. There is, throughout all of Western Europe, a keen interest in and admiration for American political thought. The ever encroaching power of the state in Europe has caused many of its people to give increasing consideration to a practical theory of government which regards the state as the servant, not the master, of the individual.

Interest in our politics

THIS interest in our political theory is particularly strong in little Switzerland, itself a federal republic which will next year celebrate the centennial of its present Constitution. Indeed in a talk with a group of Swiss college boys I was asked to discuss the pending Constitutional Amendment, limiting the Presidential tenure to two terms. The Swiss boys thought that a better way to restrict an over-ambitious Executive is provided by their system of making the President a mere chairman of the Cabinet, chosen in rotation.

The educated European realizes, probably much more clearly than his American counterpart, that the specific limitations on centralized authority, the implied emphasis on the importance of self-government, were fundamentally responsible for American initiative and, in the last analysis, serve to explain the material prosperity of the United States. To those who are not driven to religious solace, and content with a mystical escapism, the United States therefore stands out as a symbol of hope—the more so by contrast with the darkness beneath the spreading Russian shadow.

But it is also questioned whether Americans any longer realize the value of their political inheritance. This came out, somewhat painfully, in a truly international group discussion of our 1948 Presidential election.

"I suppose," said a Swiss historian, "that the real issue will be whether to maintain the American Republic, or whether to build another centralized empire on the Roman model."

"I suppose," cut in a cynical Italian journalist, "that the real issue will be which of the two candidates has the better radio voice."

What It's Like to Work for Uncle Sam

(Continued from page 48)

portunity to reply by letter. No hearing is necessary, and there is no appeal to the Civil Service Commission if the procedure is followed, and the discharge was not made for political, racial, or religious reasons. The veteran, however, has the right to appeal.

But a statistic for 1946 proves conclusively that people are fired from the Government on charges. In that year alone, more than 108,000 persons were discharged for cause.

A second startling statistic is this—the average federal worker has been in Government about two and one-half years. Last year the turnover in government jobs was more than 50 per cent. And turnover was even higher—much higher—during the war years.

Those figures alone should indicate the federal service isn't too attractive to a great many people. However, abnormal times have existed since 1940 and, if business has a slump, people will be struggling to get onto the federal payroll.

Loyalty: A private employee may be either a Communist or a Fascist. At least, there's no prohibition against his employment, but there is one in Government.

As a matter of fact, a recent Supreme Court decision and the policy laid down in the President's loyalty program goes much farther than the often impossible task of proving membership in a subversive organization. It's now the government policy to fire any employee whose loyalty is "reasonably" in doubt.

Conduct: The federal civil servant cannot engage in "criminal, infamous, dishonest, immoral or notoriously disgraceful conduct," and he cannot habitually use intoxicating beverages to excess. Likewise, he cannot accept gifts or hospitality, in or out of office hours, that would tend to undermine confidence in his work and his judgment, and lead to charges of favoritism.

And—often most difficult to do—once a policy is set the federal employee must subordinate his own personal views and work to make it a success even if he disagrees completely with it.

Pay: The average private employee, percentage-wise, has done

much better in recent years in getting a higher salary than the average federal worker. These are the figures:

From January, 1941, to the spring of 1947, the cost of living increased 57 per cent, including the five points for decline in quality, etc. In that same period the wage of the manufacturing employee jumped 76 per cent to \$46.94, but the pay of the federal worker went up only 33 per cent to \$51. Comparisons are admittedly difficult to make, but it is significant that the federal worker's salary is far from keeping pace with living costs.

Vacation: This is where the federal employee has it over his colleague in private industry by a wide margin. Outside the postal service, Uncle Sam allows his employees to take time off with pay for nearly ten of the 52 weeks. This is the maximum possible:

Twenty-six days of vacation, 15 days of sick leave, eight holidays, and, on rare occasions, federal employees are dismissed for a few hours. Since the Government works a five-day, 40 hour week, this adds up to approximately 50 days, or ten weeks.

As a practical matter, however, the average federal worker doesn't take all he can get legally. A recent survey revealed that the average employee missed about seven days a year because of sickness, and that many employees hadn't been off sick in years.

The 26 days' vacation, or more than five weeks, has been under attack as "too generous" in recent years. On its face, it does appear to be on the generous side. But the time isn't all for a vacation in the strict sense of the word. Say a stenographer wants to get off two hours early to get her hair fixed, or a man takes an hour longer at lunch to do some shopping—that time off is charged against his 26 days, time off often excused in industry.

Retirement: The Government, too, has a retirement system which is far better than those operated by most industries. The benefits vary according to age, length of service, and salary in the service, but it's sufficient to say that it's liberal. The employee also contributes five per cent of his pay to the retirement fund to help pay costs of the system.

Dismissal Benefits: The private employee who is fired is often paid a dismissal wage, and he frequently can draw weekly payments of unemployment compensation until he can find another job.

Not so with the federal worker who receives no dismissal wage. Neither is he protected by unemployment compensation. However, on leaving the service, he's paid for whatever vacation he has accumulated up to a maximum of 90 days, and he can withdraw the money he put in the retirement system if he served less than five years.

Efficiency: There is no fool-proof yardstick by which the efficiency of the private and the federal employee can be compared and a definite conclusion drawn. After all, in Government is just about every conceivable kind of a job, and the jobs are located the world over. Admittedly, some of the government services are performed promptly and efficiently, while others are bogged down in red tape and confusion.

But let's have an expert's answer to the question: "Is civil service efficient?" The expert is Ben Moreell, president and chairman of the board of Jones and Laughlin Steel Corp., who served during the war as vice admiral in charge of the Navy's Bureau of Yards and Docks. In other words, Moreell has had experience in both government and business. This is how he answers the controversial question:

"You are not going to improve the civil service by calling it names.

"Civil service employees are just like any other group of people. They respond to energetic, intelligent, and fair leadership. You get out of them what you put in, as measured by the effort of leadership.

"It is pertinent to have in mind that, contrary to conditions existing in private industry, public servants are gauged in the main, not by their accomplishments, but by their failures. In private industry if an executive is right three quarters of the time his 'batting average' is high.

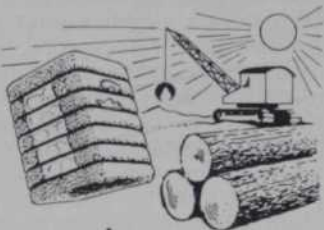
"In the public service one mistake calls down on your head the wrath of investigating committees, columnists, commentators, and editorial writers.

"If, therefore, civil servants appear to be hesitant to 'stick their necks out,' it might well be attributed to unfortunate past experience."

All I can say is, "Amen."

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H-1

Reading for Pleasure or Profit...

"The Nine Young Men"

By Wesley McCune

HERE'S an informal portrait of the new Supreme Court, rich with details and ironies. McCune, a former *Time* magazine correspondent, alternates biographies of the justices with chapters analyzing trends in their decisions since 1937.

For laymen "The Nine Young Men" (Harper, 49 East 33rd Street, New York; \$3.50) gives a lively picture of how the justices live and work ensconced in black robes in their new marble building and resembling, as one of them said, "cockroaches on a birthday cake." For drama the book provides full accounts of the court-packing controversy and the feud between Jackson and Black.

Citing hundreds of decisions, McCune shows how, and just how much, the Court has succumbed to New Deal influence. He examines crucial cases where the young justices, favoring government regulation, have interpreted business as "interstate commerce" by the most tenuous arguments.

Yet the actual record of decisions in this book does not make the justices seem irresponsible. They may attend less to precedent than did their predecessors, and more to their views of what the country needs. But the margin of votes which marks a justice as "liberal" or "conservative" is always narrow. Humanitarian Murphy, veering leftward, seems to go most nearly off the deep end. Waspish Frankfurter, a strict technician of the law, is much nearer center than many of his critics may suppose.

"America's Needs and Resources"

By J. Frederic Dewhurst and Associates

ANYBODY who is worried or curious or anxious to support arguments about contemporary economics could profit in buying a

copy of "America's Needs and Resources" (Twentieth Century Fund, 330 West 42nd Street, New York; \$5). This massive book is a superb statistical encyclopedia.

The Twentieth Century Fund surveys all aspects of the national economy and bases predictions for 1950 and '60 on current trends which it presents in full. The conclusions seem free of political bias. The fundamental assumption is that we will have no prolonged depression in the next 13 years.

Here you find basic facts which condition economic controversy but are too seldom brought out: population trends, limits of natural resources, long-range tendencies in consumer demand and capital investment. Odd items of interest pop out at the reader from every page.



"The Last Trump"

By Denis de Rougemont

THIS is certainly the wittiest, perhaps the wisest, book yet written on the atomic bomb. De Rougemont, a Swiss Protestant philosopher, points out that "control of the bomb is an absurdity. It is as if people suddenly threw themselves on a chair to prevent it from rising to smash the china. . . . If they leave the bomb alone, it will remain quiet in its box. What is needed is a control of man."

Specifically, we must escape, by a religious reorientation, our need for the pleasures of war, pleasures which de Rougemont describes with rare insight. Wars for us, he says, are like the festivals of the ancient pagans. Wars permit "the reversal of moral laws (thou shalt kill, thou shalt steal), limitless expenditures, human sacrifice, disguises, processions, unleashing of collective passions, temporary disqualification of individual conflicts."

"How monotonous peace would be, if there were no war threats." The atomic bomb, received with

"more entertainment than distress," has only heightened our prospects of delirious disorder.

"The Last Trump" (Doubleday, 14 West 49th Street, New York; \$2) probes deeply, and with ideas we seldom consider, into our general irresponsibility in the face of the atomic bomb. It advances what is probably the most trenchant argument yet proposed for world government.

"The Voice"

By E. J. Kahn, Jr.

ACCORDING to Walter Winchell, Frank Sinatra made more money in 1944 than anyone else in the world. E. J. Kahn, Jr., of *The New Yorker* gives some reasons for this, in a wry and delightful volume called "The Voice" (Harper, 49 East 33rd Street, New York; \$2).

Sinatra's money bags have been filled by the screaming devotion of millions of adolescent girls, and psychiatrists have tried to define his Midas touch. Some say he inspires the bobby-soxers with "mass hysteria" or gratifies "increased emotional sensitivity due to mammary hyperesthesia." Others believe he stirs a basic female urge to feed the hungry.

Whatever his appeal, Sinatra's popularity did not grow unaided. His press agent, George Evans, encouraged the association of "swoon" with "Sinatra" and carefully nourished the thousands of Sinatra fan clubs. Kahn's account of Evans' work is an alarming case history in advertising.

Sinatra himself is not so sweet as the girls imagine; he is pugnacious and fond of gaudy display. As for his voice, opinions vary; some faint with delight, others feel as if they were "being stroked by a hand covered with cold cream." But whatever you think of Sinatra, you will enjoy "The Voice," the deft biography of a major American phenomenon.

"They Can't All Be Guilty"

By M. V. Heberden

TAKING advantage of the current Red scare, this topical tale weaves a bloody pattern of murder and revenge around the communist infiltration of a respectable New York town. Detective Desmond Shannon, though shrewd and hardy, is also a philosopher. There is much meat in the story of his effort to save a man he thinks innocent in three days flat. Plot, characters, writing: all smooth as glass (Doubleday, 14 West 49th Street, New York; \$2).

—BART BARBER

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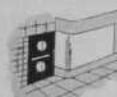
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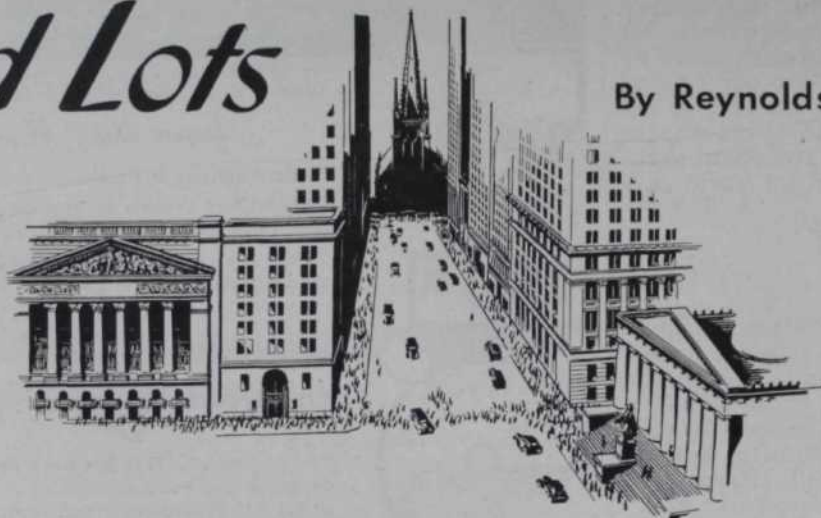
THEN

write BOX NO. 17
NATION'S BUSINESS

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Odd Lots

By Reynolds Girdler



Up a Tree

WALL STREET is up a tree. The men of finance are as baffled as you and I. More than a year ago, the bull market turned into a bear. Traditionally, this should have been followed by a depression, or at least by the nicer word, "recession." But at the end of a year, with the bear market still growling at its low, business was good, dividends high and wage payments at a record level. Only a few signs of the depression were peeping out. So now some of the business press is chiding the Wall Streeters. The stock market, they say, has lost touch with reality. No longer can it be relied on as a business forecaster. To these charges the Wall Streeters have only feeble replies. They are too busy themselves trying to fathom the mystery. But ever there rings in their ears the old Wall Street adage "Never argue with the ticker."

★ ★ ★ ★ ★

Back o' Me Hand

ANOTHER uptown advertising wizard has come down to Wall Street to criticize financial advertising. This time it's Bernice Fitzgibbons of Gimbels'. She tells the Financial Advertising Association that the sober, staid advertising of banks is "malarkey." It seems only yesterday that Kenneth Collins of Macy's was saying the same thing. Later Collins gave himself away. Macy's could kid about such merchandise as strawberry-hullers and chicken pinfeather removers, said Collins, because these were cheap items. But a bedroom suite for \$339 (this was before the war) was serious money. In the presence of a transaction of this magnitude, even Macy's was serious. Well, a \$339 transaction in Wall Street is

chicken feed. At Wall Street's low profit rate, you lose money on most transactions under \$1,000.

So financial advertising, concerned with transactions involving serious sums, is properly serious. The business of investing is serious. The business of handling other people's money, whether by a bank or a security firm, is serious. Money just isn't funny.

Wall Street writes effective advertising copy. Nobody—nobody uptown, including Gimbels'—has ever written an ad that caused a man to come into a trust company, ad in hand, and turn over \$10,000,000 for investment handling. But financial copywriters in Wall Street have done so. That's because they know their field, and have a lively appreciation of the responsibilities assumed by their clients.

★ ★ ★ ★ ★

Canaries Can't Read

CREDIT John Straley with the latest gag on what investors do with their copies of a prospectus. Seems a woman kept asking for more and more copies of the bulky documents from her broker. Questioned, she explained they were just the right size and thickness to fit the bottom of her canary's cage.

★ ★ ★ ★ ★

Wall Street Diplomat

BOB LOVETT of Brown Brothers, Harriman & Co. has been appointed under secretary of state. So another Wall Streeter takes a high government job in a Democratic administration. Lovett knows Washington. His career there as assistant secretary of war for air was an outstanding success.

He gave early promise as a diplomat. Shortly after he became a Brown Brothers partner, he was seated at his desk, working on some big problem of international finance. The floorman came to his desk, leaned over, and whispered something that sounded to Lovett like "The grouse have arrived, sir." Startled, Lovett murmured, "thank you" and waited until the man had left. Then he scurried over to an older partner.

"What the devil is John talking about? I think he said something about the grouse arriving." The older partner assured him he had heard correctly. Seems for generations Brown Brothers in New York had been sending apples to the partners of Brown Shipley in London. Not to be outdone, the English partners reciprocated with grouse. Sure enough, when Lovett got home that night, a brace of grouse awaited him. The exchange was an old custom between two firms, and was interrupted only by some kind of English ban on U. S. apples.

★ ★ ★ ★ ★

Miscellany

THAT church at one end of Wall Street—Trinity—is now 250 years old. The chimes that have lulled so many generations of Wall Streeters, however, are comparatively new, having been in service for slightly less than a century. . . . Wall Street was the first business district to go over the top in the Red Cross fund drive. . . . Warm weather has brought out the street-corner orators in the financial district, but the famed "Bishop of Wall Street," who preached brimstone with a southern accent,

is not to be seen. . . . There's a rumor that almost any day now, Morgan, Stanley messengers will be arrayed in neat, blue uniforms.

★ ★ ★ ★ ★

New Business

A NEW type of business has grown up in Wall Street in the past 12 years. As yet no final label has been devised to describe the new activity. So it is referred to variously as "stockholder relationship," "proxy soliciting" and such-like. In any event, the business is founded upon the apathy of the investor. Your average shareholder, like your average voter, is loath to exercise his voting rights. Often, company officers will call a special meeting at which stockholders must say "yea" or "nay" to some major corporate action. Like as not, most shareholders will take a "let George do it" attitude toward the whole thing. At this point Georgeson & Co., pioneer firm in the new business, enters. The firm has a big staff of people all over the U. S. who then call on the stockholders and get out the vote.

Last year was an active one for the Georgeson people. They represented some 120 companies—an average of one every three days—in some kind of stockholder action. Of course, the most spectacular use to which the Georgeson facilities are put involves "proxy fights" between two groups of stockholders. Because such events are news, the general impression has grown up that this new business is largely confined to representing one side or another in proxy battles. Actually, however, contests account for the smaller portion of Georgeson's jobs.

In their 12 years of work, the Georgeson people have usefully exploded one myth. As you know, there is often a great to-do made of the fact that women own most of the common stock of American companies. So they do. The certificates are mostly in their names. But the buy and sell decisions, and the decisions as to which way the stock will be voted—those decisions are still made by the man of the family.

★ ★ ★ ★ ★

Veteran's Bonus

THE essence of great banking, said Walter Bagehot, is great liability. The liability assumed by that large group of investment bankers who underwrote \$300,000,000 State of Illinois veterans' bonus bonds was great. But the job was done quick-

ly, successfully. Wonder how many veterans will realize, as they get their checks, that the funds were raised by a business they have often been told performs no useful function?

★ ★ ★ ★ ★

Cat-a-Fiddling

THE National City Bank has finally put its name on the door. No longer will people stand in front of the big granite structure and ask, "Where is the National City Bank?" Wall Street bankers say that in having no shingle, the City Bank was following the tradition of Lombard Street, London's main financial thoroughfare.

But Lombard Street is just as famed for its signs as for its financial history. Colorful signs marked Lombard banks that were famed before the United States ever had a bank. There was Sir Thomas Gresham's Grasshopper, later the sign of Martin's Bank; the Commercial Bank of Scotland used the Cat-a-Fiddling. The new National City shingle will block no traffic. It consists only of simple bronze letters.

★ ★ ★ ★ ★

Hetty Green's Daughters

YES, Virginia, there are ladies in Wall Street. There is even a Women's Bond Club, which has the unfeminine characteristic of not being the least reticent about its age. This year the Club is celebrating its twenty-sixth anniversary—and rightfully proud of it.

The Club was organized in 1921 by a few women who had stayed on in financial institutions after notable careers of Liberty bond selling during the first World War. Founders of the organization were gals from the Guaranty Company and Bonbright.

The Women's Bond Club now has about 45 members. But few of its members, strictly speaking, are bond saleswomen. Membership includes investment counsellors, research specialists, advisers in the investment departments of banks. President Lucille Tomlinson is one of the Street's authorities on investment companies, and like everyone else, is now writing a book.

The club has four luncheons a year, and like its male counterpart—an outing. Latest of Wall Street's prominent men to address a Women's Bond Club luncheon was Tom Phelps of Francis I. Du Pont who gave advice on how to live through a recession that isn't likely to live up to its advance billing.



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On the Lighter Side of the Capital



Report on the future

THE research man had been sitting in with a committee of Congress. The question was one of the innumerable ones that keep members listening to the owls instead of knocking off a few winks of sleep:

"It is plain the bipartisan operation on international affairs is here to stay," he said. "At least for the present. One of the boys—that's a light term for congressmen—said it looked to him like writing your mother-in-law to come for a visit.

"You don't want her, but there isn't anything you can do about it."

The boys nodded in solemn accord:

"Like the family at a funeral before the will is read."

Finance in a parable

ONE said our present fiscal fix made him think of that dry summer years ago down on the farm.



"We had a fine drove well. Plenty of clear water for everybody. My mamma was a hospitable soul and when the folks came to fill their

barrels she always sat them down on the shady end of the porch and fed them coffee and chocolate cake. Everybody liked it fine. There was some talk of the old man running for the state senate."

Then the well began to run dry and poppa barred the gate and put up a sign telling every one to keep out because most of the water was gone:

"I never did find out what happened after that," he said. "The bank took the farm and we moved away."

This is the Russian view

NO ONE except in the more heated circles seems to fear an immediate war with Russia. She was hit hard by the war, the trucks and jeeps

she borrowed are mostly worn out and anyhow she wants to wait awhile.

And this is why—

A man whose business it is to know these things said that, at the Moscow Conference, it was learned that Russia firmly believes that Britain will fold up in a year and that the United States will be on the block a year later. Under the circumstances there will be no hurry to pay back that \$11,000,000,000 lend-lease. Which recalls the story told by an ex-official.

Next time think first

HE HAD held various important positions in government, and other positions allied to government. His name is known to all those who watch his specialty. Finally he went to President Roosevelt:

"I must present my resignation," he said. "I have been in the service of the Government for ten years and I want to quit."

"But why?" asked Roosevelt. "I don't want to let you go."

"Mr. President," said the exiting officeholder, "I want to take some time to think."



Silver tongues are tarnished

SENATORS Tydings and O'Mahoney whipped a dead horse around the Senate floor when they protested against long speeches. They said they were not going to sit under the vocal drippings any more. Any man, they said, could say all he could remember in 30 minutes.

"The fact is," said an observer who gets paid for observing, "no one listens to the speeches except when Taft or Vandenberg or George or some other big gun is up and a fight is on."

This makes life a little brighter for the terse and gum-bound. The general opinion used to be that they do not talk because they have

nothing to say. Nowadays they may be credited with tussling with momentous thoughts when they are silent.

Evidence in support

ONE of the most important matters to come before the Senate was considered for days in committee. To make sure that all the facts were known a call was sent out for more witnesses. Thirty-two men and women, every one of reputation and importance, came to Washington to plead for the treaty. Eloquence sparkled like fountains.



The adverse report of the subcommittee was 13 to zero.

Then the proposition was taken to the floor. Two days were spent in ringing the welkin like a bell. The Senate vote against it was almost unanimous. The observer's conclusion is that nowadays congressmen reach their judgments by studying the facts. The chief use of congressional oratory is to hold the franchise.

There's no money in it

ONE of the ace lobbyists reported his total take for the year at a little more than \$50,000. He can go through almost any congressional door because he knows his business, his facts stand up, and his personality pleases. Congressmen get straight answers even to questions he would like to duck.

"Fifty thousand dollars is a lot of money."

He put in a demurrer.

"I rent a three room office on F Street, I hire two and sometimes three assistants, I pay a good salary to my secretary because she knows her business and not because she could double as Miss Sweetie-Pie, and now and then I buy steaks and a few drinks for friends on The Hill."

After adding the items of wires and note paper he does not think he can afford his annual breakdown this year.

Come all ye lummoxes

THE General said that heck, yes, the Army made mistakes. People were shooting at the Army. The lookouts were so busy dodging they could not watch the dealer. That Canol project, for example. Looking backward it seems funnier than Abbott and Costello but at the time \$200,000,000 seemed to be just

cigar money. He doesn't mind the mistakes. War consists entirely of mistakes. The side that makes the fewest takes the pot. Only his wife



riles him by acting as though he is responsible for this potato mess in which the Department of Agriculture is embedded. She thinks she ought to do something about it. She isn't quite reconciled to the fact that he is a soldier. Or used to be.

Blaming whom for what?

CONGRESS bit into the Department's appropriation like a saber-toothed tiger in retribution for that potato soufflé, but not much was said about it. No one was at the moment confident that some one else could be blamed for it, and so it seemed advisable to tune up on the American way of Life and pipe down on spuds. The General explained this to his wife in short, easy phrases. His wife said all concerned sounded to her like a lot of "walkaways."

"During the process of creation," the General explained, "the Lord made the human race out of mud and leaned the figures up against the fence to dry. He left a little hole open in each skull so he could put in the brains, but while he was cooking them up some of the mud figures got dry and walked away."

Meanwhile, his wife pays 25 cents in the market for four fist-sized potatoes with mud on them, reads about the millions of tons that were destroyed, and blows up.

Get it and pay for it

THE chief advantage we will get out of the war, said the gloomy gentleman who used to be in the brass, is that we will learn how to govern. The reason why we wasted



so much money—\$50,000,000,000 would have made this country over like new—is that we are loose as ashes administratively. We're easy going. We hate to get stirred up. We burned all those witches mostly because we couldn't say no to a parcel of corner-shouters. We skinned each other in a kind of mild, brotherly way and never held an ethic nearly as important as freedom and the privilege of spitting on the stove if we felt that way.

"Over in Europe," he said, "they have been fighting for their lives

ever since they first discovered caves." Every state has been and is against every other state. Authorities were either arrogant and tyrannical or trying to get a little more speed out of their feet. Europeans learned how to govern by being on one end or the other of a spiked club. The gloomy gentleman likes our way better. But we will have to learn to think of taxes as something more than an inconvenience.

Oh, well, let it go

ONE of the congressmen who concedes that we have sold ourselves the business of taking a milk bottle and the Lord's Prayer to the rest of the world said he listened to a radio commentator.

"The guy on the mike," he said, "quoted Marshall's statement that no nation ever did so much for its neighbors and got so little gratitude in return, and ran hastily through the list of states that have their fiscal mouths open as wide as those of young robins and said that we were in for a period of financial legerdemain."

"Only," said the congressman, "he pronounced it lecher-demain."

We're not lemmings

THE lemming is the quaint Scandinavian beast which starts running of a bright morning and never stops until he drowns himself in the sea.

"We start running west," he said, "and every mourner says we'll never stop short of Samoa, and we chatter all the way and bite each other's ears. Then, all of a sudden, we settle down half way and go to work again. No use trying to stop us by law. In the long run the people settle these things for themselves."



Right from the Pentagon

THE General's caller said that he was right worried about his boy:

"He don't seem to settle down," he said. "I thought that maybe if you had a talk with him he might take a brace. He has a mighty high regard for you."

The General said he would do what he could. Lots of the boys, he said, took a little time to get readjusted, but they mostly came out all right. He asked the father where the boy had served:

"In Paris," said the father. "During the First World War."

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Cabin in the sky.. 1947 style



Some more interesting applications for GEON polyvinyl resins

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Test your word knowledge of Paper and Printing



1. Brochure

- ☐ Tool used to burnish halftones in engraving
- ☐ Method of retouching
- ☐ Printed booklet



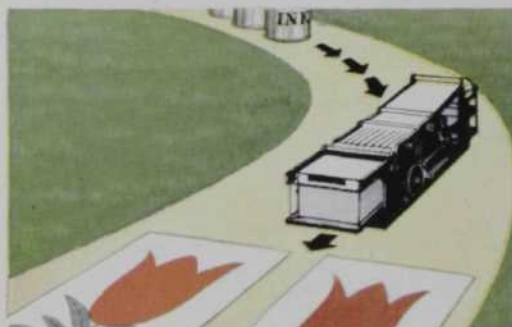
2. Look-through

- ☐ Method of checking paper formation
- ☐ Opacity of paper
- ☐ Way of measuring gloss in paper



3. Logotype

- ☐ Large wooden type
- ☐ Special kind of electroplate
- ☐ Trademark or signature



4. Whiteness

- ☐ Transparency of paper
- ☐ Degree of approach to ideal white in paper
- ☐ Cleanness of a proof

ANSWERS

1 Brochure is a small printed booklet sometimes used as a mailer. For brochures, mailers or any quantity printing, use new 1947 Kimfect*. It is a paper which blends utility with the rich appearance so characteristic of Levelcoat* printing papers.

2 Look-Through is a method of checking paper formation by means of transmitted light. Laboratory testing at Kimberly-Clark is as constant as the manufacturing controls themselves — to keep Levelcoat papers uniformly excellent.

3 Logotype is a trademark or title which distinguishes a product for the buyer's protection. A good example is the name "Levelcoat," a Kimberly-Clark trademark which for years has identified a line of fine, dependable printing papers.

4 Whiteness is the degree of approach to ideal white in paper. Now, greater whiteness, greater brightness, greater beauty are embodied in new 1947 Trufect*. Fine printers have a preference for this high-grade Levelcoat paper.

Levelcoat*

PRINTING PAPERS

Levelcoat* printing papers are made in the following grades: Trufect*, Kimfect*, Multifect* and Rotofect*.

*T. M. REG., U. S. PAT. OFF.



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